FEBRUARY 1979

RECREATION MANAGEMENT

THE JOURNAL OF EMPLOYEE RECREATION, HEALTH AND EDUCATION

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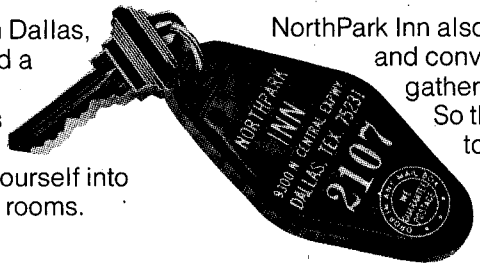
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Employee recreation: Why aren't more businesses involved? page 22

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The National Industrial Recreation Association (NIRA) is a non-profit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Recreation Management* is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, return the reader service inquiry card in this issue.

RECREATION MANAGEMENT

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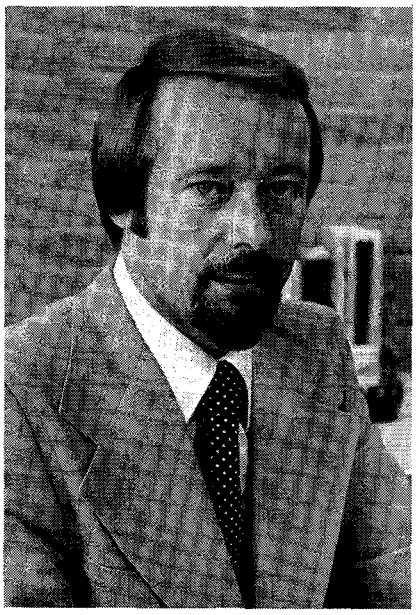
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The NIRA President would like a word with you

about employee services



Richard M. Brown, CIRA
Texas Instruments, Inc.
1978-79 NIRA President

One of the unfortunate holdovers from the outdated term "employee recreation" is the implication that our field is devoted to playful, rather than serious, activities. Of course, sports and social functions are important. Nearly all employee programs begin with picnics, holiday gatherings and friendly athletic competition. These activities continue to provide a common ground on which employees from every level of the organization can meet in a relaxed and congenial atmosphere. But not all employees have the ability, time or inclination to participate in these activities.

In this age of consumerism, therefore, the significant benefits of employee services have become increasingly important, as well. Employee services, administered through the recreation office, offer to management a relatively inexpensive and virtually unlimited means of supplementing traditional forms of compensation. They help employees stretch their pay checks in real and tangible ways that negotiated benefits can not provide. And, they demonstrate to virtually every employee and his/her family that the organization is willing to go out of its way to promote employee welfare.

What *are* employee services? Essentially, they are programs that extend the "clout" of a large group to individual employees by virtue of their association with their employer. A wide variety of services is manageable with an investment of only administrative time—much of it at a clerical level—and a minimal allotment of existing facilities. Common employee services include:

- National recreation discounts
- Merchandise buying services
- Employee stores
- Retirement counseling
- Community services referrals
- Travel assistance
- Educational programs
- Carpool matching systems
- Libraries and music rooms
- Equipment lending and rental
- Stop smoking clinics
- First aid training
- Cooperative blood donation
- License plate distribution
- Check cashing and notary services

Many of these services add real value to employee's pay checks. All of them save employees time and effort. They constitute the friendliest kind of persuasion to keep valuable employees and their families loyal to the company. And, they demonstrate a personal concern above and beyond any accepted or negotiated responsibility an employer traditionally assumes.

Employee services, in short, are significant benefits which an employer obviously is not obligated to provide. While they are usually administered by the "recreation" directors, they are as serious as salary increases and medical benefits. For any employer who is interested in encouraging a direct and cooperative relationship between labor and management, employee services should be a current and growing part of the employee program.

Dick Brown

The President of Battelle supports employee recreation

WE ARE CONVINCED THAT RECREATION MAKES LIFE HAPPIER AND RICHER FOR ALL OF US



Sherwood L. Fawcett
President
Battelle Memorial Institute

RECREATIONAL activities have been an invaluable asset of Battelle Memorial Institute from its earliest days. The work of a research and development organization such as Battelle calls for an intense and demanding creative effort, and our staff and management, from the outset, have recognized the need for recreation activities for physical fitness, relaxation, and personal expression.

"Staff members have taken the initiative in establishing recreational activities, but the Institute has consistently lent its support, recognizing that the facilities and administrative services it provides are a valuable investment in the health and happiness of staff members and their families.

"In an organization peopled heavily with scientists and engineers selected for their creativity, individual initiative has led to a wide range of recreation activities. To name just a few, these include intramural sports, chess, model railroading, astronomy, and various musical groups. Recreational activities vary from one Battelle research center to another, as do the social events, but wherever Battelle people are — in the United States or Europe — there is ample opportunity for recreation for staff members and their families. It is a tradition that developed in our original laboratories in Columbus, and one that we have carefully nurtured at each new facility we have established over the years.

"We believe that a well developed program of recreational activities enhances the creative environment we seek, leads to better working relationships, and stimulates the exchange of ideas — a particularly important element in interdisciplinary research. But much more important, we are convinced that recreation makes life happier and richer for all of us."

From ***Top Management Speaks***

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My doctor pronounced me cured of cancer.

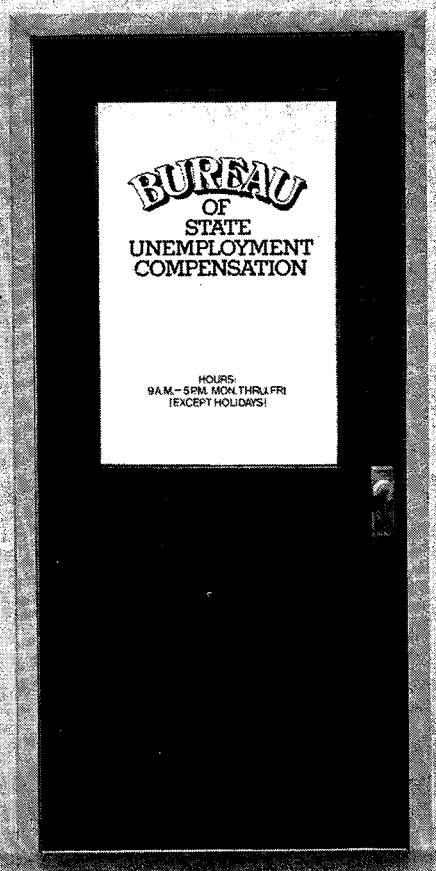
My boss didn't.

My boss didn't understand that cancer can be cured, that I was healthy again.

So I was let go.

A lot of people are like my boss. They think that everyone dies of cancer. I thought so, too. Until the American Cancer Society helped me return to a normal life.

They have service and rehabilitation programs, like Reach to Recovery, the Ostomy Rehabilitation program, and voice therapy clinics. The American Cancer Society also realizes that many people who have never had cancer need rehabilitation too. Because their ignorance of cancer makes them act the way my boss did.



That's why the ACS has local Units that help Americans understand exactly what cancer means.

Today, more and more people know that cancer is highly curable.

Ignorance about cancer is curable, too. Just ask the American Cancer Society.

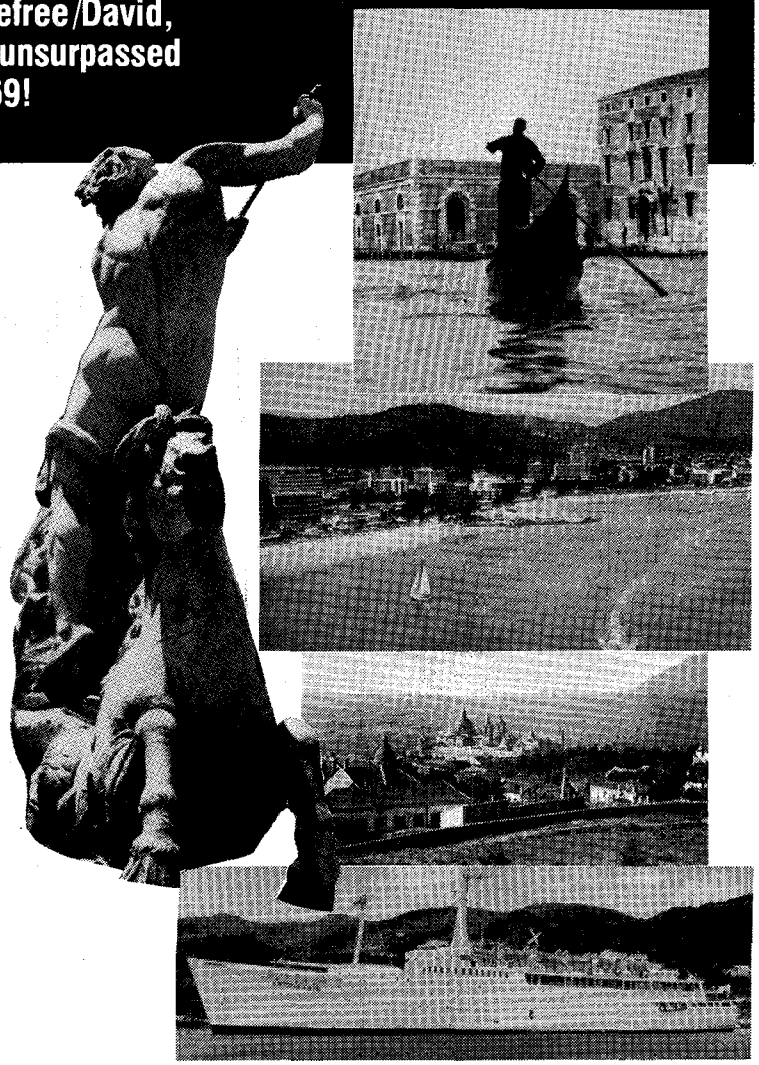
American Cancer Society

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IDEAS CLINIC



by
Melvin C. Byers, CIRA
NIRA Consultant

Q Our 1978 personnel statistics show that absenteeism has increased. The personnel director has asked several of us from different areas of the department to come up with new ways to attack the problem. Our input will go into his report to the vice president of human resources.

I know that the employees appreciate the activities we have (sports leagues, a summer picnic, the Christmas party and some discounts); but there must be more we can do.

A Reduced productivity due to absenteeism may be the result of a number of employee-employer relations problems. We have noted that where a high rate of absenteeism occurs, the employees have difficulty in associating themselves with the company and its management. This is primarily a communications deficiency on the part of a management that relies solely upon first-level supervisors to do the communicating. Unfortunately, until supervisors are made aware of the role they should take in this regard they cannot be expected to handle the assignment satisfactorily. Supervisory training is necessary in the long run to combat absenteeism. The activities and services program can help immediately, however.

Employee organizations, under management guidance, can offer a means of communicating with management in a direct and non-threatening manner. This is accomplished by departmentalizing the employee organization and having top management and personnel administrators take an active part as advisors to the employee organization officers or board of directors. Through monthly meetings of elected employee officers, feelings and attitudes about the company in general as well as problems in specific areas become apparent, even though the essence of the business conducted is off-hour activities and services. Such sessions provide management with opportunities for casual, frank communications. Of course, there are other channels for person-to-person communications within the work place which should

continued on following page

According to a recent *RM* reader survey . . .

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RICHARD M. BROWN, CIRA

President
National Industrial
Recreation Association

also be used, but we feel the employee organization has a decidedly effective use in this regard.

People who enjoy their jobs seldom are absent from the work place. Obviously, many jobs are not intrinsically enjoyable; but the personal relationships and general atmosphere on the job can be made to compensate. Discontent arises when personal recognition and freedom to communicate are missing. There are other factors such as domestic problems, health, and outside interests that affect individual attendance. In these instances, the personnel administrator or employee services director may offer consultation and advice to the employee as to what steps to take to correct a problem. When plant-wide absenteeism is up, however, the problem is part of the employee-employer relationship.

The development of an in-plant family spirit of cohesiveness and openness must be initiated and sincerely supported by top management. It is this group, ultimately, that controls the thermostat of employee relations. Financial support *and* personal participation in the activities program will go a long way toward communicating management concern for employees.

There are also several "conditioning methods" which can help alleviate absenteeism, and they too should be instigated. One company we know provides awards for departments and employees with regular attendance records. Inexpensive jackets with your company logo can be awarded or traveling plaques can be presented to departments with the least absenteeism. Departments receiving the award for a given time period can earn the special additional privilege of offering individual prizes to employees.

Another method of combatting absenteeism involves a point system for regular attendance. When points are accumulated, they may entitle employees to select gifts from a catalog provided for this purpose. Recognition of outstanding attendance records can be incorporated in the employee service awards program. Pride in good attendance can be encouraged at an all-company awards banquet where a high company official comments upon the good attendance records of particular employees.

Special absenteeism campaigns can be launched during the month or months that have shown the greatest absenteeism. Departments with the best attendance records can be given a coffee and donut reception on company time and congratulated by the plant manager who makes it a point to be present. Considerable publicity should be given these campaigns and events. Personal recognition from management in letters, personal calls, bulletin board announcements and in-company newspapers all have a decided effect upon the employees. When management shows real personal interest in faithful employees, their pride has an epidemic effect upon even their apparently unconcerned co-workers.

Employee services of all kinds, including recreational activities, the safety program, the credit union, service awards programs, the United Way and blood drives all support a sense of common purpose that encourages employees to work together. Compensating for the boredom of various jobs and involving employees in company objectives builds a cohesive work force that cannot be obtained in any other manner. Most employees want to be considered important contributors to their company's progress. The more that management indicates an appreciation of their efforts and interest in them as individuals, the fewer personnel problems arise.

* * *

The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 — 312/346-7575. rm

key notes

Monthly newsletter
Programming ideas and administration principles for recreation directors
Another NIRA member service

From an educational session
Region VII Conference and Exhibit

Planned purchasing

A sensible approach on virtually any budget

by Joseph A. Smith, CIRA

Certain elementary considerations should direct employee association purchasing, regardless of the size of your organization and its budget. Large groups may have more leeway as far as time is concerned. In any situation, however, your purchasing decisions should take five basic elements into account:

I. **Careful planning** to allow for adequate lead time in making purchasing decisions

II. **Attention to corporate policy** that specifies your authority in several critical areas:
   A. The dollar cost that determines whether a unit of equipment is minor property or a capital asset
   B. The minimum number of requests for bids that you must send out when you are required to use the bid process
   C. The documentation required when you are purchasing from a single source supplier
   D. The maximum number of dollars that you may expend in a single petty cash transaction

   In organizations for which no specific policies exist in these areas, recreation directors nevertheless need guidelines to assure fair and well-organized operations.

III. **Compilation of an inventory** of materials and services your program will require in the coming year. To complete this, you will need:
   A. Your estimate of new purchases, based on the existing and contemplated activities for the coming year
   B. A review of the existing supplies and equipment
   C. A forecast of repair and replacement requirements

IV. **Development of a list of suppliers,** drawn from:
   A. Telephone books and business directories
   B. The *Thomas Register*
   C. Your NIRA Membership Directory, annual Buyers' Guide, Travel Services Directory and advertising in *Recreation Management* Magazine

V. **Familiarity with, or sound advice on, legal considerations** that may affect your purchases and overall expenses.

* * *

I. CAREFUL PLANNING

When planning to purchase services or supplies, especially for a large group, you may encounter an inability on the part of vendors to support you on short notice. When given adequate time, a vendor is usually able to fill your order, within a ten percent tolerance, at the point of delivery. Your personal experience will fine-tune your knowledge in this area. If you have planned well, you will be able to accommodate some variance from your expected turnout.

II. CORPORATE POLICY

Will a projected purchase become minor property or a capital asset? Your corporate policy will usually define each in terms of dollars. For example, if an item costs $200 or less, it will be listed as minor property and will not require a depreciation schedule. As far as cost accounting is concerned, the item is expensed at time of receipt. Items costing in excess of $200 would fall under a depreciation schedule and the cost would be gradually expensed based on the item's normal life. In the event that your corporate financial advisor is not able to come up with an expected life span for an item you purchase, it is possible that the Internal Revenue Service may be able to advise you concerning its accepted useful life.

How many invitations to bid must you send out when contemplating a purchase that requires bidding by

continued on following page

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more than one vendor? No one person can make a hard and fast rule that would apply to all purchases. I have heard of one organization that required a minimum of ten vendors be invited to bid. That same organization discovered that there were not always ten vendors in its area who carried items it needed. Generally, it is wise to contact at least three vendors for competitive bids.

What does an invitation to bid look like? What does it include? Many form suppliers carry standard forms that you may use unless your corporate policy dictates otherwise. Your invitation must include several essentials: what do you intend to buy, how many do you need, what minimum capacity must the item(s) have, how and when do you require delivery, and more.

What if there is only one supplier available? In such a case, a "negotiated bid" is used, with the same initial approach as in competitive bidding. You must prepare a specification sheet to describe what you wish to purchase. However, there is one additional item of documentation with which you must protect yourself: a justification for purchase without the competitive bid process.

Say, for example, that your group prefers one amusement park over another. Employees' preference is your obvious justification.

Imagine, on the other hand, that your slow-pitch softball league has requested that a certain brand of ball be purchased. Now, if you are a large volume customer, you will be a target for all manufacturers of slow-pitch balls. Each will want your order and each will contend that his product will meet your needs and the requirements of the Amateur Softball Association. Of course, you will rely on the experience of your players in making your choice. You must consider the justification each time you reorder, however, since some of the manufacturers may have improved their products. Beware of complacence that can keep you from finding the best buy. Continue to take competitive bids, whenever possible, to encourage suppliers to meet your standards and to assure all interested parties that your selection process is open and fair.

Petty cash can be a tender subject with auditors. This form of expenditure is usually reserved for minor emergency purchases such as additional postage or extra ice to cool the soft drinks at a picnic. Most organizations will limit the petty cash fund to $25 or $50 and will further stipulate that no more than $25 may be spent with any one vendor on any given calendar day. Be sure that you use petty cash vouchers and that you retain receipts to document even the least significant purchases with this kind of fund.

YOUR INVENTORY

The inventory of your purchasing needs should have three parts. Your first step should be to make a list of major planned events, club organizations and sports activities. Include any that you expect to add in the immediate future.

Next, list after each of the above activities any supplies and equipment that are on hand, along with the usable condition of same. Note what percentage of supplies or equipment you ordinarily expect to buy or replace each year. Add to this the list of new items you require. This step is very important in establishing your purchasing operation. If you are organized and handle this phase with professionalism, vendors will make your next step easier for you.

IV. SUPPLIERS LIST

The fourth step is to develop a list of qualified suppliers. How do you do this? Simply think of your important personal purchases . . . how do you select major household items or choose a new car, boat, motor home or camper? You look in the yellow pages of the telephone book and make up a list of places to call and, possibly, visit. Similarly, for your employee program, build a file of local telephone books and area business directories. Another excellent source of names and addresses is the *Thomas Register*. Your corporate purchasing department probably has a copy in its library. Other important sources of suppliers are our own NIRA publications, including *Recreation Management* Magazine. Advertisers place their messages in this publication specifically to reach employee program administrators. Many advertisers are Associate members of our organization and support it with discounts to its members.

V. LEGAL CONSIDERATIONS

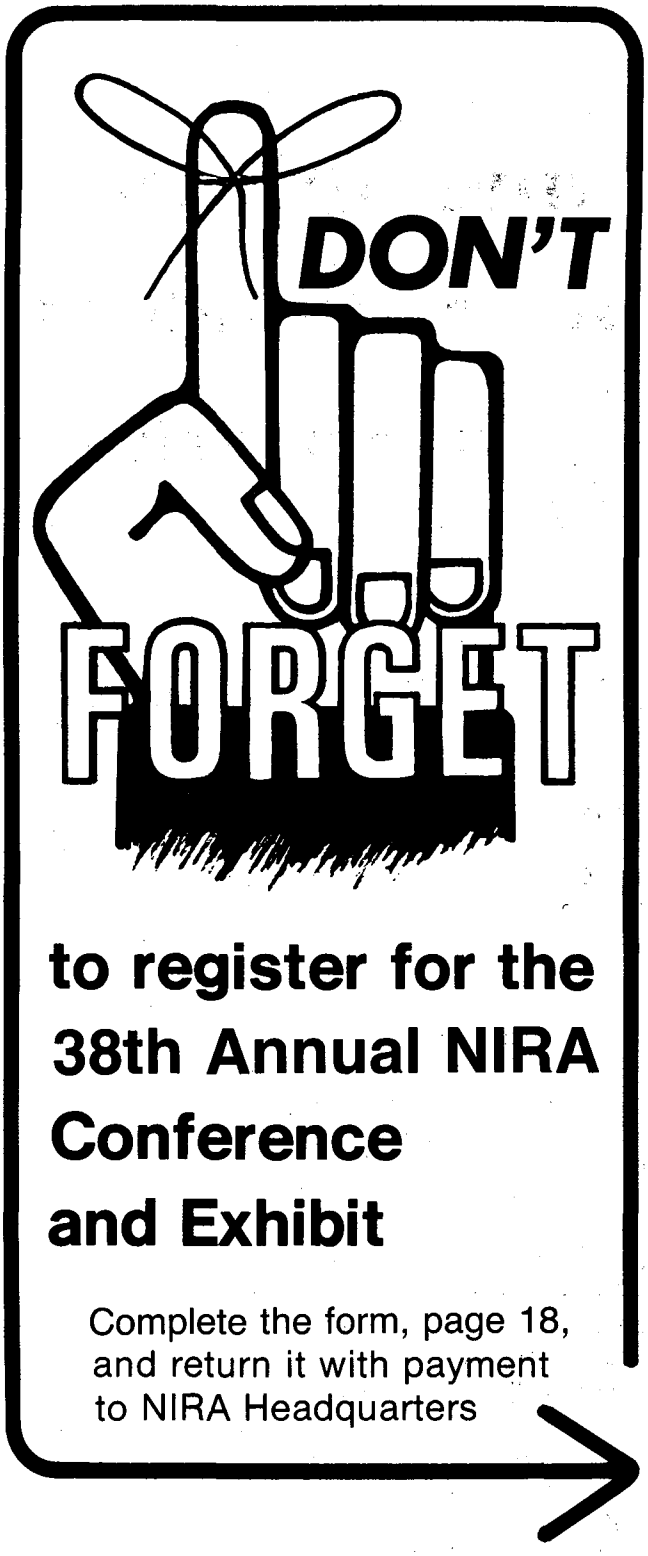
Many laws and regulations affect the way in which we make and use purchases for our organizations. Even if you have some expertise in safety, taxes, sanitation, security, transportation and general liability, you are well-advised to seek expert help from your legal department when questions arise—before you make an investment.

* * *

Sensible purchasing for your employee program is primarily a matter of common sense. If you follow logical steps in a consistent and thorough manner, you will make the most of whatever purchasing power is available to you.



Joseph A. Smith, CIRA is Recreation Manager for the Puget Sound Naval Shipyard. He has had long experience in the Air Force and as a civilian in both employee services and purchasing.



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CIRCLE READER SERVICE CARD NO. 4

Time out for professional education

Pick up information and exchange ideas at the 1979 NIRA Conference and Exhibit

An international fair of program ideas and information is slated for Rochester, New York, May 17–22, 1979. It is the 38th Annual NIRA Conference and Exhibit, to be headquartered at the Americana Hotel, downtown Rochester. **Fritz J. Merrell, CIRA** (Olin Corp.) is Conference Chairman.

EDUCATION

Professional development education is the primary purpose of the meeting. Twenty-seven hours of educational sessions will occupy delegates during the greater portion of the Conference. The program, organized by **Stephen Edgerton, CIRA** of Xerox Corp., has been designed to include a period during every session for delegate questions and discussion with the many expert speakers who are committed to participate.

More specific program information is included with registration materials to be mailed in early March. Highlights touch upon a range of important topic areas.

Thursday, May 17 will be devoted primarily to registration and orientation activities. A general session in the afternoon will open the program.

The full educational program will get under way at 8:00 a.m. Friday with regional breakfast meetings. New regional directors will be elected by their constituents and all delegates will have the opportunity to discuss local and internatinnal Association questions prior to the Annual Meeting, scheduled for later in the Conference.

A special introductory session for new members and first-time delegates will follow regional meetings. The NIRA Executive Director and members of the Board of Directors will discuss NIRA services with the newcomers.

Also scheduled for the Friday educational program are sessions on several topics, including:

- Making a presentation to management
- Canadian programs
- Employee interest surveys
- Community relations and employee programs
- Gaining staff assistance

The Saturday program will begin at 8:30 a.m. with a tour of Eastman Kodak recreation facilities. The Kodak Park program, winner of the 1977 NIRA/Citizens Savings Award, is outstanding among employee programs, internationally. A comparable tour of the award-winning outdoor recreation facilities at Xerox Corp. will follow in the afternoon. Delegates and spouses will return to Conference headquarters for an important session on physical fitness and stress elimination in the late afternoon.

Sunday, too, offers a full day of programming. Among the topics on the Sunday educational schedule are:

- Measuring program participation
- Family involvement in recreation
- Chemical abuse counseling
- Retirees' programs and participation

Monday will offer an especially full educational line-up. Just some of the topics on tap for that day include:

- Trends in women's programming
- Employee volunteerism
- Mexican programs and philosophy
- Recreation administration careers
- Small-budget fitness programs
- New employee services ideas
- Health management programs

The Conference will conclude late on Tuesday morning. 1979–80 NIRA President **Kirt T. Compton, CIRA** (Eastman Kodak) will preside over the final general educational session and Conference wrap-up at that time. Also on the final day, while impressions of the Conference are still vivid, delegates are welcome to participate in an open critique with Conference planners and the organizers of the 1980 event.

THE EXHIBIT

The NIRA Exhibit is an integral and essential part of each year's international Conference. Exhibitors represent the suppliers of products and services for employee programs. The companies they represent range from sporting goods and trophy

manufacturers to tour operators, famous amusement attractions, discount purchasing services and more. Many of them offer special discounts and other program assistance to NIRA member companies. They come to the Conference to learn more about the needs of employee programs and to discuss specific services with NIRA delegates.

The exhibit hall will open at 4:00 p.m. on Friday, May 18. Exhibit hall sessions are scheduled to alternate, and not conflict, with educational sessions. The hall will open its doors for three hours on Saturday and two and one-half hours on both Sunday and Monday. Exhibitors will not sell services or merchandise at the Exhibit, but will be interested in discussing the specific needs of NIRA members for follow-up when both delegates and exhibitors return home after the meeting.

AWARDS

NIRA offers the only international forum for the recognition of outstanding efforts in employee recreation, fitness and services. On Saturday, May 19, the Association will present a number of awards for programs, activities, and individuals of exceptional merit in the field. Among them will be the NIRA Executive Award for the "Employer of the Year" who exemplifies the best in top management support of employee programs. The NIRA/Eastwood Award (formerly called the Helms and NIRA/Citizens Savings Award) will honor as many as four excellent employee programs. Certificates of Excellence will go to exceptional activities within programs. Publicity and information projects will be honored with a variety of Promotional Awards. Individuals who have made outstanding contributions to NIRA may receive Distinguished Service Awards.

NIRA BUSINESS

The international Conference provides NIRA members with the only practical occasion during which to conduct their most important Association business. Regional meetings on Friday, May 18, will produce newly elected regional representatives to the Board of Directors. They will also open the floor for the introduction of local issues and questions that may be discussed at the Annual Meeting.

The Annual Meeting, slated for Sunday, May 20, will include elections of new officers for the Vice Presidencies that will open in May. The 1979–80 President-Elect will also be selected by NIRA voters at the Meeting. That officer will join the Board immediately and take office as President in May 1980.

Nomination forms will be sent all eligible NIRA voters in March. Nominations will also be accepted from the floor at the meeting.

SPECIAL EVENTS

Sightseeing, entertainment, and recreation have a place in the Rochester Conference and Exhibit, too. During the Thursday registration period, several sports tournaments will treat delegates, exhibitors, and spouses to some of the competition and fun they usually help program for employee groups. Complete tournament information will be returned to those who register for the Conference and Exhibit.

Thursday afternoon offers a special reception for first-timers at the Conference. The informal gathering will give newcomers and their spouses a chance to meet one another and become acquainted with NIRA. Later that evening, the official Conference opening will include dinner and entertainment.

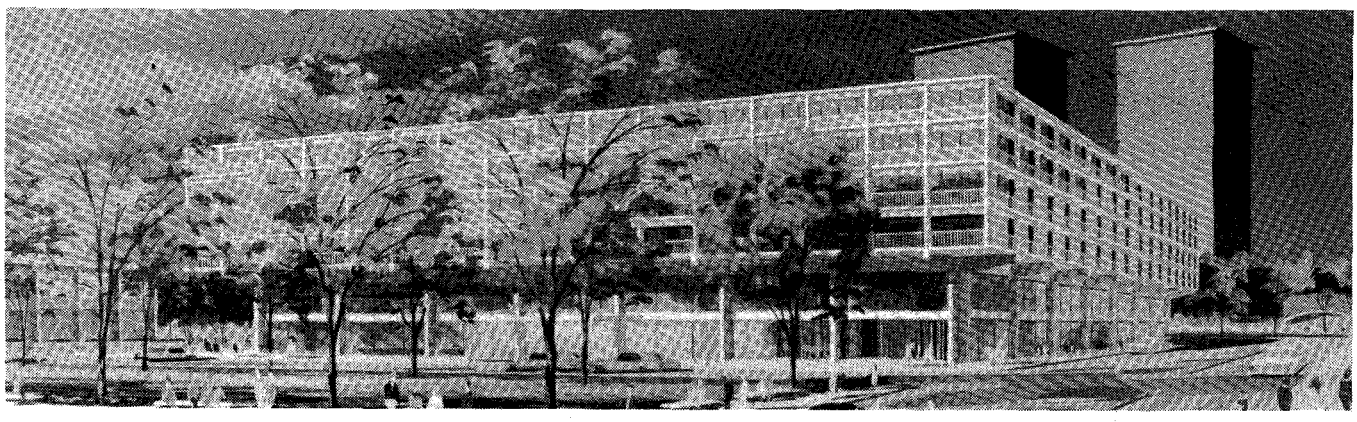
Sunday afternoon will combine education and entertainment with a New York State Wine tasting party at the Rochester Museum and a fascinating star show at the Rochester Planetarium. That evening will be capped with a buffet dinner at the Sword and Sabre Room of the Americana.

The President's Ball, on Monday evening will be the social highlight of the Conference. The dinner-dance will honor 1978–79 NIRA President **Richard Brown, CIRA** and his successor, **Kirt T. Compton, CIRA.**

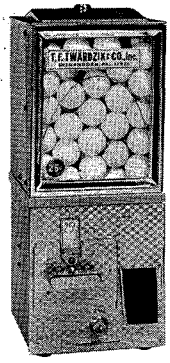
Several evenings throughout the Conference will be open for dinner and entertainment on the town.

continued on following page

Below: The Americana Rochester, downtown



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CIRCLE READER SERVICE CARD NO. 8

Rochester has a population of 300,000 within its city limits alone and its selection of evening fun spots is varied and interesting. Dinner and entertainment suggestions will be available.

SPOUSES PROGRAM

Many husbands and wives of NIRA delegates will be interested in the regularly scheduled Conference program. They are invited to attend any or all of those events. In addition, a spouses' program has been designed by **Patricia Compton, Jeanine DeCarlo** and **Patricia Edgerton,** all wives of NIRA members and Rochester residents.

Spouses will have their own hospitality room throughout the Conference. Coffee and rolls will be served there on several mornings during the Conference. The room will also be open for relaxation and conversation throughout the Conference.

On Friday morning, spouses will get acquainted with one another and learn about attractions, including shopping opportunities, in the Rochester area. They will travel together to the world-famous Corning Glass Works in Corning, New York for a tour and lunch. The group will enjoy a winery tour on its return to the Americana for the exhibit hall grand opening in the evening.

On Friday, spouses will tour facilities with the delegates and take a special tour of the quaint Genessee Country Village for the remainder of the day.

Sunday morning will offer spouses an interesting and experimental session on yoga, followed by an educational presentation by the home extension bureau and an introduction to backgammon, one of the most popular board games. Spouses will join delegates for an exhibit hall buffet lunch, and the Museum and Planetarium tours. They will return to the Americana for the evening's buffet dinner.

Monday's spouses' program will open with a tour of historical Rochester. Included will be the homes of photographic pioneer George Eastman and Susan B. Anthony, the famous champion of women's rights. Several other points of cultural interest will complete the tour. Spouses will also want to attend the management luncheon on Monday as well as the formal Presidents' Reception and Ball that evening.

What to pack

The general atmosphere at the NIRA Conference and Exhibit is casual, yet businesslike. Men will want to pack both business suits and more casual attire. Women will want a selection of casual clothes, including comfortable walking shoes, and dresses or suits. For the President's Ball, men will be most comfortable in business suits, while women will want to wear knee length evening dresses or long gowns. Of course, participants in sports tournaments will need appropriate clothing. All-weather coats will be a practical choice for outer wear.

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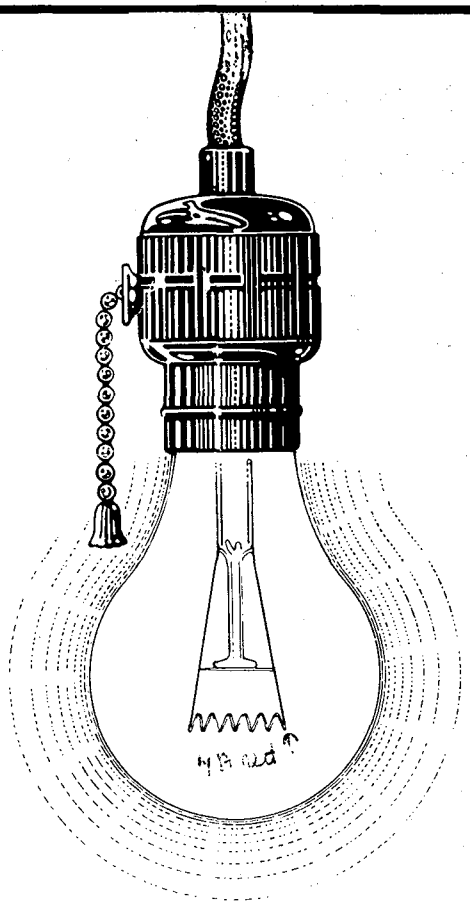
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CIRCLE READER SERVICE CARD NO. 9

SWITCH ON YOUR PROGRAM



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38th Annual Conference and Exhibit
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May 17–22, 1979

Complete registration form on reverse page and return to:

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Registration

The 38th Annual NIRA National Conference and Exhibit Americana of Rochester Rochester, New York May 17 — 22, 1979

Data

Your Name_____ Title_____

Common First Name_____

Firm Name_____

Business Address_____

City_____ State_____ Zip_____

Telephone_____ Number of Employees_____

Status: CIRA ☐ CIRL ☐ New NIRA Member (Since June 1, 1978) ☐

Number of conferences attended_____ Estimated Time of Arrival_____

Names of others in your party for whom you will submit forms

_____
(for cross reference)

A separate form must be submitted for each person in your party. (Duplicate if necessary)

Registration Packages

(Fee includes group meals and social functions)

—IMPORTANT—
CIRCLE YOUR CATEGORY

	Prior to April 15, 1979	After April 15, 1979
Delegate of NIRA member Company	$130.00	$140.00
Non-member delegate attending Conference	$150.00	$155.00
Exhibitors	2 per booth (no charge)	
Extra Exhibitor participants	$ 85.00	$ 95.00
Associate Members, not exhibitors but attending Conference	$200.00	$210.00
Commercial attendees who are not exhibiting at Conference	$285.00	$295.00
All Spouses	$ 70.00	$ 80.00
Student Attendees	$ 65.00	$ 75.00
Children	$ 65.00	$ 75.00

Policies

Include your check made payable to the National Industrial Recreation Association. No registration accepted without payment in advance. Registration can be accepted in Rochester at some inconvenience to you.

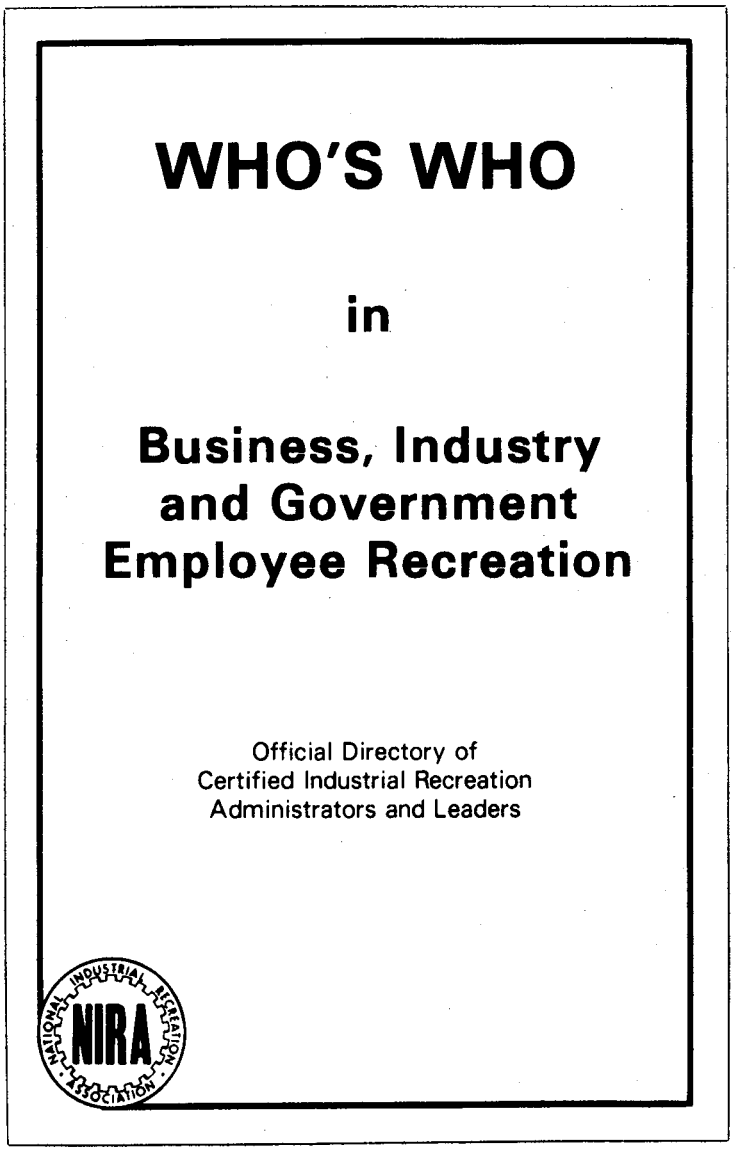
Mail registration and checks to: NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606.

Cancellation Policy . . . Full registration will be refunded if cancellation notice is received postmarked no later than May 2, 1979. After this date, full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1979.

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Who's Who . . . lists every CIRA and CIRL of record on the publication date. In biographical sketches, the directory outlines the educational and professional accomplishments which distinguish the members of this select group.

The first publication of its kind, *Who's Who* . . . is available on a limited basis to NIRA members, interested recreation professionals, educational institutions and libraries. The cost, including postage and handling, is $7.50 per copy.

To order your copy of *Who's Who* . . ., write to Patrick Stinson at the NIRA office, 20 N. Wacker Drive, Suite 2020, Chicago, Ill. 60606 — Phone (312) 346-7575.

Know us by the companies we keep









































































The National Industrial Recreation is known by the companies it keeps — year after year. Over 1,800 company members represent NIRA, which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation — just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

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COVER STORY
RESEARCH REPORT

Employee Recreation:

Why aren't more businesses involved?

by George Welton, Ph.D. and Larry Klein

In six years employee recreation will celebrate its centennial. It was in 1883 that George Pullman, of the Pullman Company in Chicago, began promoting plant athletics (1:5). This marked the beginning. The next year the first employee library was formed at the Peacedale Manufacturing Company(2). The first recreation center established in an industrial setting appeared in 1912(3:274). Surviving economic depression and stimulated by two World Wars, employee recreation has grown to the point where over 50,000 companies spend over two billion dollars on employee recreation annually(3:12).

During the latter half of the 1920's industrial relations experts began focusing upon the importance of the worker's free time. In 1928 Cathcart(4:91) proposed the idea that the laborer exchanges labor for both pay and time.

"The latter factor is of equal value in determining his working capacities", suggested Cathcart. "The manner in which he (the laborer) utilizes, and the conditions under which he spends, the remaining hours (of the day) may make a great difference to his working capacity in the factory." Cathcart concluded:

"Always remembering that over two-thirds of the worker's life is spent outside the factory this question of the proportion of the ways available is a serious one. A certain margin for expenditure on recreation is necessary. Recreation is as essential as sleep. It materially assists in combating the physical and mental fatigue induced by industrial life"(4:97)

Building upon the ideas of Cathcart and others, one of the first studies on the relation between recreation and productivity was conducted in 1932. Studying male workers from a psychological and physiological standpoint, it was found that pleasurable recreational experiences can increase the worker's production rate(5:239). A conclusion of this research suggested that many workers were uneducated as to good recreation habits, which in turn limited their production capacity. This raised the intriguing notion that different types of recreational activities may have different effects on productivity.

Together with increased productivity, industrial recreation has been purported to reduce employee turnover, recruit new personnel, hold employees and help cement relations between management and labor(6:520). Calhoon has stated that industrial recreation helps create good morale(7:494) and is a means by which to develop social relations(8:324). Anderson(3) has cited industrial recreation contributions to employees which included the making of more friends, improvement of health, reduction of fatigue and relief from boredom. Contributions to the company were employees' improved attitude toward the company and their increased pride and interest in the company. Similar statements about the value of industrial recreation can be seen in the NIRA publication, *Top Management Speaks.*

Anderson(3) reported a number of interesting studies focusing on some of these values. One study concluded that there was a significant positive relationship between employee desirability and active recreation participation. Another study, by the National Conference Industrial Board, which surveyed the attitudes of executives from 264 companies, found that employee recreation contributed most significantly to improved morale, promoting social relationships, and improving em-

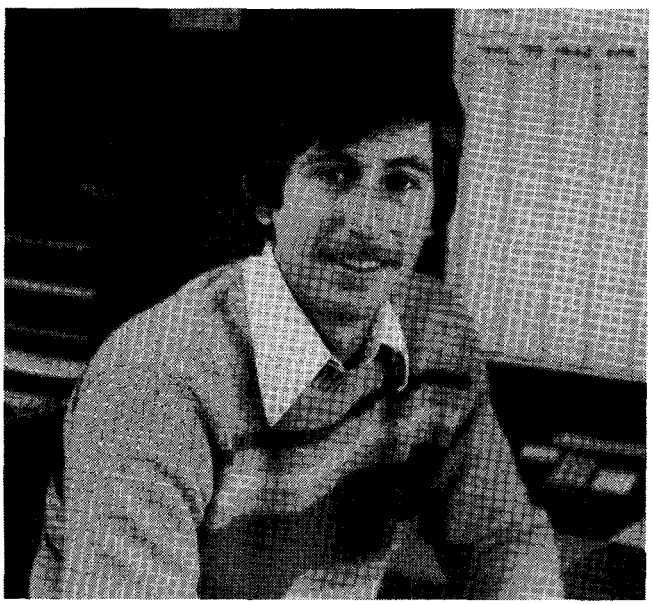
ployee-employer relations. Welton(9) in an opinion survey involving members of the National Industrial Recreation Association found that industrial recreation can increase employee morale, help create a desirable place to work, improve employee relations; but that it probably has little effect on employee turnover rates and productivity. Experimental research by Finney(10) found that the type of recreation activity can effect levels of productivity and that those who participate in recreational activities produce at a more consistent level. Mel Byers(11), NIRA Consultant, was recently asked about worker productivity and recreation. His insightful response may serve as a summary:

"Your questions concerning industrial recreation's effect on productivity are often asked. To my knowledge, there have not been any satisfactory studies based upon significant control groups and extended scientific data. The cost of such studies would probably prohibit interested companies from contributing funds for proof of the obvious. We do know that each of the objectives for providing recreation in industry and business do offer elements of major benefits for both employee and employer. The objectives seem to us to be so elementary that to justify them is like proving that learning the alphabet is a necessary prerequisite to learning how to read."

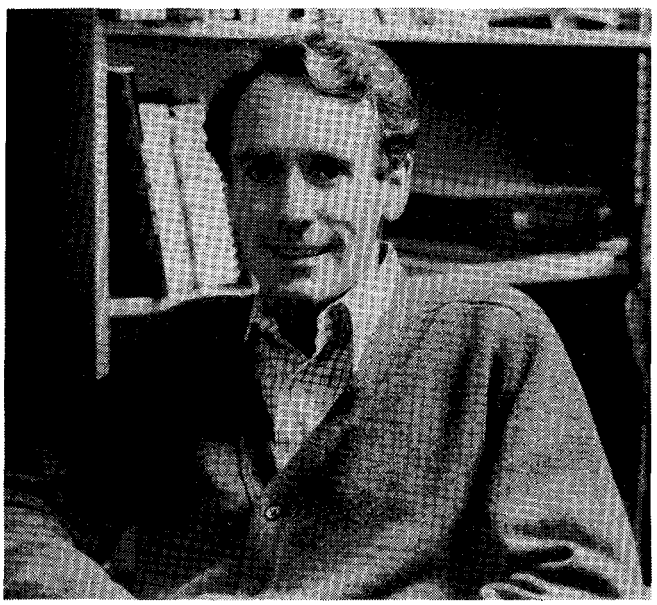
It seems that everyone involved with employee recreation agrees that there are many worthwhile and meaningful benefits to be derived. If so, why is it that more businesses are not involved in providing programs? The answer may lie in understanding the values of recreation.

In order to investigate this question, it was hypothesized that the professional training and education of business people does not include the values of recreation. To research this question, 50 college business adminstration students were surveyed to determine their attitudes concerning industrial recreation. As a comparison group, 50 college students majoring in recreation, whose education includes the values of recreation, were surveyed.

Both groups were asked to indicate whether they strongly agreed, agreed; were undecided; disagreed, or strongly disagreed with each of sixteen statements regarding the importance of employee recreation. (See inset.) From the data collected, it was evident that business administration students were not knowledgeable in the values of recreation. This was determined by the fact that for every statement, at least fifty percent (50%) of them were undecided or disagreed as to the benefits of industrial recreation. On the other hand, a majority of the comparison group of recreation students, on all but one statement, strongly agreed or agreed that there were benefits to be found in employee recreation. Below is a breakdown of several questions comparing the responses of the business and recreation stu-



Larry Klein is a graduate student in Leisure Studies at California State University, Northridge and employed as Director of Group Activities for Big Rock Recreation Center which provides facilities for industrial picnics.



George Welton, Ph.D. is an Associate Professor of Recreation and Leisure Studies at California State University, Northridge.

continued on following page



CIRCLE READER SERVICE CARD NO. 5

Why aren't more businesses involved? *continued*

continued

dents. Data appears in the Sample Results table.

When asked to respond to the statement "Employee recreation helps to improve morale," fifty percent (50%) of the business students agreed or strongly agreed while (ninety percent) (90%) of the recreation students agreed or strongly agreed. The remaining business and recreation students were undecided or disagreed. This question received a more positive rating among business students than any other.

Concerning physical fitness as an attribute of employee recreation, sixty-eight percent (68%) of the business students were undecided or agreed compared to eighty percent (80%) of the recreation students who strongly agreed or agreed.

The highest response from the recreation students came from a question dealing with relief from boring work tasks. Ninety-four percent (94%) of the recreation students believed employee recreation provided relief from tedious jobs, while sixty percent (60%) of the business students were undecided or disagreed.

On a question of reduced absenteeism, it was found that seventy percent (70%) of the business students agreed or were undecided, while seventy percent (70%) of the recreation students strongly agreed or agreed.

Both groups appeared unsure as to employee recreation's impact on reducing turnover rates. Sixty-eight percent (68%) of the business students were undecided or disagreed and sixty-two percent (62%) of the recreation students agreed or were undecided.

When the results of all questions were added together and the groups were compared, it was found that the average score of the business students was 47 and recreation students was 61, on a scale range of 0 to 74. This represented a statistically significant difference in scores. The higher the score the more positive the rating.

The results of this survey suggested that those students who have been exposed to the concepts of recreation during their college training may develop a significantly more positive attitude toward employee recreation than those not exposed. Further analysis indicated that the recreation students clearly saw positive benefits in employee recreation and the business students were generally undecided. The business students seemed to lack information upon which to make a decision. This might suggest that the expansion of industrial recreation

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CIRCLE READER SERVICE CARD NO. 7

might begin by introducing business students to the values of recreation. If these future business executives can enter the working world subscribing to the principles of industrial recreation they may be more inclined to support such programs.

Until now, there has been a severe lack of current information on the subject at the college level. The one text illuminating the principles and objectives of employee recreation is more than 25 years old. A new college text, soon to be published by the National Industrial Recreation Research and Education Foundation will fill this void.

But, this new text is not the only answer. Employee recreation professionals must attempt to inform and educate future business executives any way they can. NIRA president, Dick Brown, CIRA in a recent article in *Recreation Management,* stressed the need to justify recreation programs. Brown (13:5) concluded:

"Management has a legitimate interest in demanding justification for employee recreation, fitness and service programs. It is up to us to answer that demand with evidence that not only assures continued support for our programs but also wins increased confidence in our efforts."

The results of this research indicate that those who were exposed to the subject of employee recreation at the college level readily see its benefits.

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continued on following page

Sample Results

Employee recreation center helps improve morale

	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
Business Students (N=50)	8%	42%	30%	20%	0%
Recreation Students (N=50)	52%	38%	8%	2%	0%

* * *

Employee recreation programs help keep the employee physically fit

	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
Business Students (N=50)	16%	32%	36%	16%	0%
Recreation Students (N=50)	42%	38%	10%	10%	0%

* * *

Employee recreation provides a relief from boring and tedious jobs

	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
Business Students (N=50)	16%	20%	28%	32%	4%
Recreation Students (N=50)	75%	24%	4%	2%	0%

* * *

Absentism is reduced if a company provides a wide range of recreation programs for the employee

	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
Business Students (N=50)	2%	28%	42%	18%	10%
Recreation Students (N=50)	22%	48%	26%	4%	0%

* * *

Overall, there is less turnover within a company if employee recreation programs are provided

	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
Business Students (N=50)	12%	18%	36%	32%	0%
Recreation Students (N=50)	6%	36%	26%	12%	0%

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The Survey

For the purposes of this survey "industrial recreation" referred to organized recreation services for employees, their families, and friends that are sponsored directly or indirectly by industrial firms. "Industrial recreation" and "employee recreation" are generally considered synonymous terms and will for this questionnaire.

Indicate Strongly agree (SA), Agree (A), Undecided (U), Disagree (D), or Strongly Disagree (SD) to each of the following statements:

1. Employee recreation helps improve morale in a company.
2. Better employees within a company seem to be involved in more recreational activities.
3. Absenteeism is reduced if a company provides a wide range of recreation programs.
4. As an employee I'd feel better about my job and company if a good employee recreation program were available.
5. As a company executive, I'd be fairly sure that employee recreation improves the morale of the worker.
6. After we've finished a basketball game with the bosses, I feel I can communicate better with them during work.
7. Recreating with the higher ups in the company shows me their human side.
8. Employee recreation provides a relief from boring and tedious jobs.
9. Employee recreation programs help keep the employees physically fit.
10. Physically fit employees are more efficient and produce more.
11. There are many intangible benefits to be found in employee recreation.
12. Worker productivity is increased if recreation programs are provided during work breaks and lunch periods.
13. Overall, there is less turnover within a company if employee recreation programs are provided.
14. Company sponsored picnics and other events show me as an employee that the company cares about me and my family.
15. One reason the company provides a recreation program is that it believes the employees will be more productive at their jobs.
16. Industrial recreation programs promote team spirit and unity within the company.

rm

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Employee programs

They're what we believe in

from remarks by G. H. Williams/President, DeVilbiss Company

G. H. Williams is an active participant in his company's employee program. He is also President of the company. He came to the United States after heading the DeVilbiss operation in Canada, where he saw an employee program in action. When he arrived in the U.S., Williams encouraged the same kind of program, under the direction of **Nancy S. Gansmiller.**

"He has been terrific," said Gansmiller at the October 1978 Region II Conference and Exhibit. "He is behind the program all the way. And he shows up for the activities like another employee."

At the Region II Conference banquet, Williams told delegates that he enjoys employee activities on their own merits but he supports them, as company president, because they help him get the job done. Williams' long experience as a manager and an executive has convinced him that employees who understand and like one another work well together. This is why he has opened the door for a remarkable number of new employee activities and services in the past two years. The list of "firsts" for his company in 1977 and 1978 is long:

- Cedar Point Day at the nearby theme park drew 125 participants in 1977 and 500 the following year. The 1978 event included free picnic lunches provided by Cedar Point.
- A golf outing initiated in 1977 drew 140 participants. A year later, participation was up to 190. Included in the outing were steak dinners, golf cart rental, green fees, golf balls and other services. Employees split the cost with the company.
- The Spectrum Club discount service was initiated (see story, page 28).
- Dinner/theatre nights were offered.
- A new eight-page, two-color tabloid newspaper began publication with Gansmiller as Editor.
- Employees can now purchase a variety of merchandise, including jackets, sweatshirts, golf shirts, golf and ski caps, lighters, knives and pens—all bearing the DeVilbiss name.
- Retirees were brought into the program as plant tour guides. Each participant received a DeVilbiss blazer.
- The first DeVilbiss employee Christmas party open to both hourly and salaried employees was held in December 1978.
- Several service award dinners throughout the year honored outstanding employees.
- The company sponsored several "career days" at which representatives of the nearby University of Toledo came to the company to advise employees and provide registration assistance for University courses.
- New safety programs were initiated through which smoke detectors and fire extinguishers were offered at a discount.
- Fifteen new communications centers sprang up throughout the three DeVilbiss plants. The glass-enclosed booths offered information on a wide range of employee activities and services and supplemented the Company's bulletin board system and new cafeteria displays.
- A management development library opened, offering business-related information and educational publications for employee use.
- The DeVilbiss 90th anniversary celebration was capped by a family open house that drew 5,000 employees, retirees and their families.
- Free tickets to local hockey and baseball games pleased the sports fans in the workforce.
- On National Secretaries' Day, DeVilbiss thanked each secretary with flowers.

An important goal of the program that Williams so strongly encourages is the elimination of distinctions between hourly and salaried employees. Participation in the new program, according to Gansmiller, is evenly divided between the two groups. In fact, coordinators at Cedar Point, told Gansmiller that DeVilbiss was the only group that opened an outing at the park to both groups simultaneously. Usually, the park is asked to accommodate union members on one day and their salaried supervisors on another.

Williams enjoys a company outing at least as much as the next employee. But when he returns to the plant, it is the bottom line for the entire operation that concerns him. He told NIRA Region II delegates that late 1978 figures convince him that the Toledo operation will double the sales level of its first 90 years in the next two. The improved company spirit, fostered by the employee program, he said, definitely contributed to that impressive growth. rm

From an educational session
1978 NIRA Region II Conference and Exhibit

How to develop an employee discount program

by Nancy S. Gansmiller

In January of 1977, DeVilbiss Company in Toledo, Ohio decided to develop a program which would provide various recreational activities, products, and services at a discount. It would be open to all DeVilbiss employees and retirees within 60 miles of Toledo, since most of the discounts were available in the Toledo area. And discounts for such national attractions as the Disney properties and Sea World, would be forwarded as separate packages to our outlying branches.

The purpose of our program was threefold:

1) To improve employee morale
2) To develop a feeling of unity within the company
3) To improve our corporate image as a company which really cares about its employees

Our experience may be helpful to other companies that need a low cost service that returns large and visible benefits to employees.

Naming your program is important. We call ours the Spectrum Club for three reasons. First, the word spectrum is an anagram for our major products: Spray Painting Equipment (SPE), Compressors (C), Trallfa Robot (TR), Ultrasonic Nebulizers (U), and Medical Products (M) . . . SPECTRUM. Secondly, the program itself is a wide array of activities, products and services which can be obtained at a discount. And thirdly, the word "club" connotes "exclusive," and it really is a program exclusively for employees.



Nancy Gansmiller is Employee Relations Coordinator for The DeVilbiss Company, Toledo. She is Secretary of the Toledo Industrial Recreation and Employees Service Council (TIRES) and was Program Coordinator for the 1978 NIRA Region II Conference and Exhibit.

Once you have decided what your program includes, what its purpose is, and what you will call it, the next and most critical step is to implement it.

MANAGEMENT APPROVAL

First and foremost, get management approval for the program and get company leaders involved in planning it. Bring them to your local IRC meeting so they, too, can appreciate not only what offers are available but also what other companies are doing for their employees. I had a great deal of support from both our Director of Employee Relations and our President. Once you have that, all the other steps are much easier.

THE BUDGET

This brings us to the second step: the budget. Estimate as closely as you can the initial cost of your program, but recognize that between the planning stage and the time when the program is released you may make improvements which could increase the cost. If you have management support and can justify the additional expenditures, modest budget increases should be no problem.

A TIMETABLE

Next, set up a timetable and stick to it. Make it realistic, and give yourself some leeway for those last-minute things which always seem to come up.

GETTING DISCOUNTS

The next step is the most time-consuming and is what I call "leg-work," or more accurately "phonework." Find out what activities, products, and services your employee group can receive at a discount. Start by contacting those suppliers who have made presentations at your local IRC meetings or who work with other employee groups in your area and build from there. Try to obtain discounts on a variety of products and services so there is something for everyone.

After contacting merchants by phone, send a letter of confirmation and a contract to each one and set a deadline to have the contract returned. We gave participating suppliers an opportunity to insert an informative flyer in our first release. As you contact potential discount suppliers, remember that, through NIRA, you are eligible for a number of national discounts. Send these suppliers a contract, too. By obtaining contracts from all discounters, you will have a written record of what each is offering so that you can inform the employee and be assured that the merchant will live up to his promise.

SETTING PROCEDURES

Next, decide on the format and logo for your employee discount identification card. It is not only a prestigious item for the employee to carry in his wallet, but it is a necessary means by which he can identify himself to receive the discounts. Type in the employee's name and identification number. This not only personalizes the card but also provides a means of control. Include a line for employee's signature and another for a company official's signature. Because we prepared 1,200 cards, we had the Director of Employee Relations' signature printed on each. For a smaller number of cards, you may want to have an officer sign each one personally. At the bottom of each card, note any special conditions, such as when it becomes invalid. Lastly, include your IRC and NIRA logos to show your affiliation with these two organizations.

While the ID cards are being printed, you may want to have some pressure sensitive labels made which show only the logo of your club. We feel it is important that the employees are able to identify any service that is club-related. In our case, the employee knows that anything with the Spectrum Club logo on it or anything printed on yellow 8½ × 11 paper represents an offering made to him/her through the Spectrum Club.

Next, print a booklet which lists the names, addresses, and phone numbers of all participating merchants. Divide the directory into "recreational activities" and "products" categories. Send a copy to all listed merchants to show they are included in the program. *Do not* publicize the specific discounts that are being offered because you may not want merchants to see what their competitors are offering. We chose to print a separate listing for employee use only. It shows each discount, tells when an employee should present his ID card, and notes who can authorize a discount purchase.

Lastly, obtain and reproduce a letter of introduction from your Director of Employee Relations to explain the program.

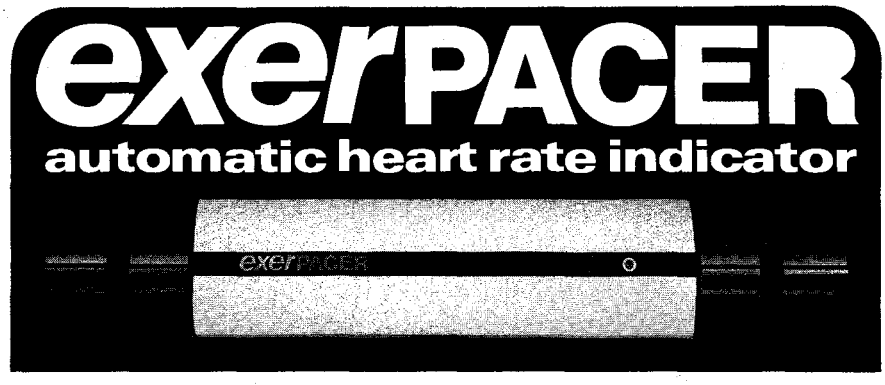
RELEASING THE PROGRAM

You are now ready to release your discount program. To announce the DeVilbiss program, we sent a folder to each employee and retiree's home. The folder contained the letter of introduction, the ID card, the booklet listing merchant locations, the listing of discounts, flyers announcing upcoming events, and additional flyers merchants asked to be inserted.

How, after a dramatic announcement, do you continue your discount program? You must, of course, keep looking for new ideas as well as "periodic discounts"—those for theatrical shows, special offers, and so forth, which are not available year-round. You must also continue to publicize these offerings to employees.

Our major medium of communication at DeVilbiss is our bulletin boards. We have six large Spectrum Club boards placed strategically throughout our buildings. We

continued on following page



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One out of six of your employees has high blood pressure. Anyone from the mail boy on up to the chairman. Some of them might even realize it. But might not realize that high blood pressure can only be normalized if they stay on daily medication.

They might even be under the dangerous misconception that hypertension (the fancy name for high blood pressure) only occurs under stress situations. It doesn't.

For literature about these and other high blood pressure misconceptions, how to set up a company work session, or obtain a speaker, write to Jerry Wilson, The High Blood Pressure Information Center, 120/80 National Institutes of Health, Bethesda, MD 20014.

It's in your company's interest to do so. Because some of your best employees may have hypertension. And they can't give you their best for long, if they're laboring under a dangerous misconception.

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AMERICAN RED CROSS VOLUNTEER

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Red Cross needs individual volunteers, and donors of blood and money, by the millions.

But we need even more help. We need the solid support of American Business. And we never needed it more.

If your business is already helping, by organizing blood drives, and by supporting payroll deductions—either directly for the Red Cross, or through the local combined fund drive—the whole community owes you thanks. And we thank you, too.

Last year, with help from our friends, we offered major aid at over 30,000 disasters—from typhoons, to local (but just as devastating) house fires.

We were able to help the elderly with practical programs, we helped veterans by the hundreds of thousands, we taught people by the millions to swim or swim better. And that's just the tip of the iceberg.

Think of America without The American Red Cross.

And you'll know why we need your business as a Red Cross Volunteer. In your community. And all across America. Contact your local Red Cross Chapter to see how your company can become a volunteer.

Red Cross is counting on you.

change them once each week as offers are made. It is important to keep such boards neat and appealing. One person should be responsible for the boards, and use imagination when designing posters.

Here, again, we developed policy for the DeVilbiss program which you may want to consider. If the offer involves picking up tickets or special ID cards, we always have a notation on the poster to pick them up in the Employee Relations office between 3:00–4:00 p.m. daily. This accommodates our hourly shift change and eliminates constant interruption throughout the working day. Another means of communication we use is our bi-monthly employee newspaper, *DeViews*. Because this is mailed to each employee and retiree's home, we find our participation is greater when activities are publicized in the newspaper.

EVALUATION

The final step in an employee discount program is a thorough evaluation. Keep track of who buys tickets, who picks up ID cards, and how many people took advantage of each offer. If participation was high—great! Where it was low, you may want to discontinue a particular offering or increase its promotion. As part of your evaluation, consider surveying employees six months after initial program release to gather their reactions and suggestions.

The beauty of an employee discount program is that it can be easily expanded and its scope is virtually unlimited. The opportunities are out there; you just have to find them. A discount program is only a small part of the recreation and services program you can provide for your employees. It is the kind of service that can give a new, low-budget program a solid and highly visible start.

You may say, "That's a lot of work." It is. But when an employee comes up to you and says, "Hey! You just saved me 500 bucks on a new car," it makes it all worthwhile.

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Annual Report to the Members

by Patrick B. Stinson
NIRA Executive Director

Membership growth was NIRA's primary objective for 1978. With the help of local leaders in several areas throughout NIRA's regions, we have taken significant steps in that direction.

New Industrial Recreation Councils in the Houston-Galveston, Texas area and in northern California have extended NIRA benefits at the local level. Conferences in Regions II, III, and VII also brought information, ideas and professional contacts to groups of neighboring members. Similar conferences are scheduled for 1979.

An international conference in Nova Scotia, Canada also advanced employee programs. The 1978 Canadian Conference on Employee Fitness and Recreation emphasized the Canadian philosophy of government/industry cooperation for recreation and productivity. NIRA leaders from Canada, the United States and Mexico participated.

The Association's 1978 Conference and Exhibit in Dallas, Texas struck the theme that concerns employers everywhere: productivity. In 1979, we will continue to stress the value of employee recreation, fitness and services in encouraging acceptable levels of productivity.

The most significant single project to support this effort in the long run will be the 1979 publication of a new college textbook on employee recreation, sponsored by the National Industrial Recreation Research and Education Foundation (NIRREF). The text, now in final production by a textbook publisher, is the first new resource of its kind in a generation. Its introduction to business and recreation curriculums will help open our future by training business managers in the application and benefits of employee programs.

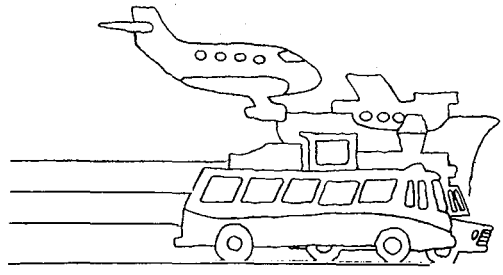
When planning for growth however, we recognize the need for both membership expansion and a solid financial base. For this reason, the NIRA Board of Directors authorized a reallignment of staff responsibilities. Administration and most member services will be the responsibility of the Executive Director. Promotional efforts, including the sale of advertising and exhibit booths, will be handled by a Marketing Manager.

Our sights in the new year will remain focused on increased membership. It is the primary means we have of reaching the tremendous potential of the Association to promote and serve employee programs. To approach our potential, we will increase public awareness by publicizing the programs that progressive employers already sponsor for their employees. The example of success will remain our best selling tool.

Separately bound Annual Report

In 1978, NIRA Secretary ***Elizabeth Burchard, CIRA*** *initiated a valuable new member service: the separately bound* Annual Report. *The 1979* Report *will be distributed this May at the NIRA Conference and Exhibit in Rochester, New York. Copies of the* Report *will also be available to members from the NIRA office following the Conference.*

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Group travel

The program expander

by Al Hauck, CIRA

Today's trend toward more liberal vacation plans and earlier retirement presents a challenge to company recreation administrators to answer the increasing demand for unique employee recreational activities.

As a practical consideration, recreational programs often are restricted by space, facilities and budget. This is true for large industrial associations as well as small community clubs. To the recreation administrator who welcomes new ideas and wants to keep his program fresh and innovative, keeping pace with members' needs becomes a problem of how to squeeze one more activity into already crowded facilities and schedules. One answer to this problem could be a group travel program, which can be added without taxing existing facilities or budgets.

The concept of group travel takes advantage of promotional air fares, special hotel rates, reduced admission fees and a host of other incentives that are offered to groups. The simplest form of group travel is the excursion to a sports event, or a night at the theater. Essentially, the key is group buying power and, up to a point, the larger the group the more savings are possible. There are, of course, limitations on the size of the group that should be considered for any one activity. This will be discussed later.

First, let me acknowledge that group tours are not ideal for every employee or every association. There are, as with any activity, pros and cons. For some employees, a group tour seems too regimented and too restrictive. However, for the majority, group tours can make that long-dreamed of trip to London, Spain or Hawaii, an affordable reality. For most associations, the appreciation of employees makes group travel a worthwhile offering.

Once your association decides to promote group travel for its members, do as the ads say, "see your travel agent". If you are new to group travel, consult members of your local Industrial Recreation Council or other area employee groups for recommendations. Ideally, you should have two or three reputable local agents to consult. They are the experts and will welcome the opportunity to assist you in planning a program. The use of more than one travel agent can be beneficial. A good travel agent can put together almost any type of trip you desire. However, each agent usually has special expertise in certain geographical areas. One may excel in trips to the Caribbean Islands, another may have wide experience in European tours, or be particularly successful with sports-related vacations. Take advantage of this expertise.

QUALITY

An important item when discussing proposed trips with the agent is quality. If your program is going to be special for your members, it should not be composed of bargain-basement packages. Too many people have been disappointed with trips chosen on the basis of price alone. The hotels are often less than satisfactory or are in poor locations. The out-of-pocket expenses—taxes, service charges and tips—may be higher than anticipated. A few more dollars paid in advance can make the trip more enjoyable and more economical overall when the quality is built in.

Quality does not necessarily mean a high priced trip; nor does a high price guarantee a quality trip. The quality of a trip is not based entirely on monetary considerations. The pace of the itinerary is an important factor. There should be times during the trip when people can pause to catch their breaths. Visiting twelve cities in fifteen days may sound like a bargain; but to many people it would be too hectic a pace. A similar tour visiting nine cities would be far more enjoyable. The pace would be slower, include fewer one-night stops and offer more free time.

Once you have determined what your destination is going to be, the agent can supply you with more detailed information and proposals. In our own evaluation of tour proposals, several items are considered important to the quality of the tour.

Transportation

Whether you are travelling via charter flights or regularly scheduled airlines, it is important to have the best schedule possible. Long periods of waiting for plane connections can be tiring and irritating. While most people want to get started early, sometimes a later departure will get the group to the destination in good time with fewer delays en route. Too early an arrival at a destination may mean that the hotel will not be ready for check-in. If the schedule dictates an early arrival, some sightseeing or a familiarization meeting should be planned during the wait for check-in.

Hotels

Ratings for hotels can be confusing. They may be listed as tourist class, first class, deluxe first class, or one-star through five-star, depending on the country and who is rating them. The hotel(s) selected for employee groups should be of high category, clean, comfortable and in a good location. For one-stop trips to resort areas, deluxe full-service hotels should be used. The difference in price for the better class hotels is often nominal and readily appreciated by the people when they see where the bargain trips stay. As indicated earlier, the number of hotel stops on an extended tour should be as few as practical, including at least one two-night stop every three days.

Meals

Meals should only be included when required by the hotel as part of a package or when inclusion will expedite the itinerary. Opening free meal times gives travelers an opportunity to try different restaurants and takes some of the regimentation out of the tour. The inclusion of lunches is recommended when a full day of sightseeing is scheduled. This allows for a preplanned stop at a restaurant that can serve the group with a minimum of delay.

Taxes, service charges, gratuities

Taxes and service charges should be included in the tour price. Gratuities are always a sticky question. They should be included for all items that are included in the itinerary as part of the package; for example, baggage handling, included meals, bus drivers.

Sightseeing/free days

These should be specified in the itinerary to determine the pace of the trip. On extended land tours, a good share of the sightseeing is done en route to the next hotel. When a two- or three-day stop is scheduled, any planned city sightseeing should be done the first day. This gives travelers some idea of what they may want to do or see in more detail on their free days.

Optional items

Optional sightseeing, dinner shows and night club tours are readily available at most major vacation destinations. Some are quite good; others are less desirable. It is not recommended that a package include a lot of these special side tours. It is better to give the group the information about these options and let individual travelers chose among them. The agent can recommend options that will be most popular.

Discussion of optional trips should be held at a group meeting prior to the trip departure. This is especially important for single destination trips where the group is on its own. It gives employees a good indication of how much additional money might be needed for their trip.

At least two "extras" should be included on most trips: a welcoming cocktail party and a farewell dinner or party. For single destination trips the welcoming cocktail party should be held the first evening. An orientation session about the hotel and its facilities can easily be incorporated into this get-together. This type of trip should also include an information desk where the group can get assistance with optional sightseeing, car rental and other local services. A farewell dinner or party for the group should be included on the last night whenever practical. This also brings the entire group together for final departure instructions.

Group size

As indicated earlier, even though savings are realized by larger groups, there are limitations in number that should be considered. Too large a group can seriously detract from the quality of a trip, thus, negating any financial benefits that may be realized.

On trips such as cruises, golf and tennis trips, or even a two-island Hawaii tour, a group of one hundred or more can be handled smoothly. Such trips are essentially "fun in the sun" packages requiring a minimum of group transfers and few scheduled group activities. For the tours that require day-to-day movement—a Canadian Rockies tour, a trip to the British Isles, or a grand tour of Europe—one bus load (35–45 people) is ideal. A maximum of two bus loads is manageable. Tours of this type do extensive sightseeing en route between cities and often are on a tight schedule. Some of the overnight stops are in smaller cities where hotel space is limited. It is not a good idea to split a group between two hotels, even if both are comparable. Trying to move a group of more than two bus loads puts a severe strain on the schedule, requires too much regimentation and often leads to unequal treatment for some group members.

In the event that response for a tour is overwhelming, it is still possible to accommodate your members while

continued on following page

retaining maximum group size. There are two ways to do this: arrange for an identical trip departing three days to one week later, or divide the group into two sections with one group travelling a reversed itinerary. This latter method has been successfully used with large groups touring Europe.

Tour length

In planning a program, consideration must be given to your members' vacation entitlement. A variety of trips should be offered to cover those with minimum vacation time, as well as those with more vacation, and retired members.

PLANNING AND PROMOTION

A good program requires long-range planning and repetitive promotion. Our program is announced in September for the following year. We advertise individual trips again if response is below the required minimum. Timely advertising is important. Members tend to delay signing up for trips that are six months or more in the future. It is also important to the agents and your program to have people sign up well ahead of time. As indicated, there will usually be minimum numbers required to take advantage of group rates. If the response is too low, even after repeated advertising, a decision must be made on whether to cancel the trip or to raise the individual price and go (provided, of course, that those already registered agree to the increase). The timing of this decision must allow your members ample opportunity to make other plans, if necessary, and let the agent avoid any cancellation penalties.

Methods of promotion will vary, depending upon what is most appropriate for your company setting and employee membership. The company newsletter or other internal house organ is usually a good place to start. In addition, bulletin boards are useful for displaying posters for the full year's program and flyers for individual trips. Some associations use an every-member mailing to announce their programs.

As mentioned earlier, planning is a long-range proposition. The following is a year-long schedule which has been successful for us:

February—Meet with agent(s) to discuss possible destinations.

March- April—Give agent(s) list of trips selected. Receive and review firm bids for those trips.

May—Select actual packages that will be offered. Finalize any modifications of the original bid.

June—Review and approve final itinerary for the brochures.

August—Brochures due from the agent(s).

September—Announce the program.

October—Initial sign-up date for all trips.

While October may seem early to sign-up for trips scheduled a year in advance, it does give your members a chance to plan ahead. This is especially important when work schedules require vacation requests to be submitted early in the year. Also, the early sign-up will give you the lead time to arrange for any additional space or readvertising that may be necessary.

The cost of promoting group travel for your membership is minimal. The agent will supply all informational materials—brochures, printed itineraries, visa applications and so forth. Your involvement will essentially be the time required to plan and advertise the program, process applications, deposit payments and coordinate an orientation meeting for each trip.

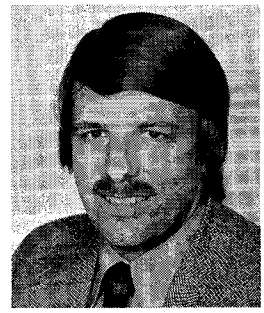
The orientation session is important to a smooth operation. This meeting gives the members of your travel group a chance to get acquainted and affords them the opportunity to discuss the itinerary and have questions answered by the agent. The meeting should be held three or four weeks prior to the departure date. By this time, any changes in airline schedules or routing should be known so that the final schedule information given at the meeting will be valid.

A group travel program can be a valuable addition to your association's total recreation program. It offers something for all of your members. It is both a service and a benefit: a service by eliminating shopping for vacation trips; a benefit in that money can be saved without sacrificing quality. In the final analysis, that service/benefit combination is one of the principle objectives of a recreation program.



Albert Hauck, CIRA is a Recreation Counselor with the Kodak Park Activities Association in Rochester, New York. Of his thirty years with Eastman Kodak, Hauck has devoted nineteen to the KPAA, the past ten in the travel program. He earned his B.S. in personnel management from the Rochester Institute of Technology. rm

TOURNAMENT NEWS



by Stephen D. Waltz, CIRA
Cummins Engine Company
NIRA Vice President,
Tournaments & Services

Bridge Tournament Competition

Results of the 1978 Bridge competition have been announced by **Maxine Kraft** Battelle Memorial Institute, this year's Tournament Coordinator. Individual trophy winners and the organizations who sponsored them are as follows:

Place	Winner	Score	Organization
1st	Thomas Stegall & Vernon Burns	71.9	Control Data Corp.
2nd	Norm Fischer & Ben Gordon	71.4	Battelle Memorial Institute
3rd	Sylvia & Henri Kulczycki	68.2	Dominion Founderies & Steel

Run for Fun Program

The NIRA Board of Directors approved a new Tournaments and Services Program at its January 1979 meeting. The "Run For Fun" Program is designed so that employees from any company or organization in NIRA can compete against similar groups across North America. The program will also re-enforce NIRA's commitment to physical fitness in industry. Program dates will be September 1 through October 15, 1979. Competition in races of different meter lengths will be defined by appropriate categories. A standard Run format will be prepared and mailed to all companies and organizations. Each organization will then hold its competition and mail results into the national coordinator. The NIRA Board anticipates that this program will focus attention on NIRA's role in employee fitness as well as offer NIRA-member employees a chance to compete against each other.

1979 Tournaments and Services Competition

The remainder of the 1979 Tournaments and Services program has been finalized and is outlined below for each director's reference.

Event	Tentative Dates	Coordinator/Sponsor
Photo Contest	Through April 15	George Stark (McDonald/Douglas)
Rifle/Pistol Competition	Through April 1 November/December	John Grubar (NRA)
Bowling Tournament	Through April 30	Jack Rinaldo (Atwood Vacuum)
Postal Golf Competition	May Through October	Glenn Westover (Babcock & Wilcox)
Trapshooting	June	Sandy Wood (Winchester Western)
Regional Golf Competition	Regions I, II & VIII (To Be Announced) Region III August 25 & 26 Region IV September 15 & 16 Regions VI & VII October 13 & 14	Louis Mertens (State Department) Sue Siwicki (Bankers Life & Casualty) Chuck Rost (Motorola) Bill Bruce (Motorola)
Run For Fun Activity	September & October	Lou Mertens (State Department)
Bridge Tournament	September & October	(To Be Announced)
Fishing Contest	May Through December	Gene Miller (Michigan Bell)

continued on following page

To enter each event the following format should be utilized by an activities director. Please note that each activity is open to organization employees, retirees, and their immediate family members.

Event	Procedure To Enter
Photo Contest	Entry blanks can be made available to perspective participants upon request to the activities director or they can be given to the local Photo Club director for distribution.
Rifle/Pistol Competition	Entry into the competition should be made by the activities director after a determination has been made as to the number of targets that are needed according to contest rules. After the targets have been received, tournament firing can be coordinated by an assigned individual.
Bowling Tournament	Competition can be held in coordination with regular bowling league or tournament activities. The company activities director must relay the information to the league directors, compile and record the scores, and return them to the tournament coordinator.
Postal Golf Competition	Individual entry information is mailed to the activities director in quantities sufficient for organization distribution. The activities director makes these entry forms available for all league and tournament activity. The individual golfer plays the round, fills in the required information, and returns the completed form to his/her activities director for mailing to the national coordinator.
Trapshooting	Entry information is mailed to the activities director who assembles squads and entry fees. These are then returned to NIRA headquarters for distribution to the individual trapshoot locations. Shooters compete at the appointed shooting location on the specified day.
Regional Golf Competition	Entry information is mailed to each activity director by each regional director. It is then up to the activities director to formulate teams and mail the entry information back to the regional director. All remaining event coordination is left to each regional director.
Run For Fun Activity	Entry information is mailed to activities directors. Each activities director can then organize the event him/herself or delegate it to the Run Club director. Results of the activity are returned to the national coordinator for competitive scoring.
Bridge Tournament	Each activities director will receive Tournament entry information. This should be given to the bridge club director who can organize the event and compile result information for the company activities director. The activities director is to return this information to the national coordinator.
Fishing Contest	Sufficient entry information literature for company wide distribution is mailed by the national coordinator to the company activities director. After publicizing the availability of entry information, the activities director makes certain that entry forms are made available for distribution. It is then up to each individual competitor to return his/her entry to the national coordinator.

The Tournaments and Services format is designed so that the role of the activities director is primarily one of coordination. Most Tournament and Service activity is the responsibility of the employee club director or the individual participant. The most important role of the company activities director is to make entry information available to the membership and to encourage entries so that the company fully utilizes its NIRA membership.

Additional information on the rules of competition for Tournament and Service activities will be provided in the next issue of *RM*. rm

MEET YOUR NIRA BOARD



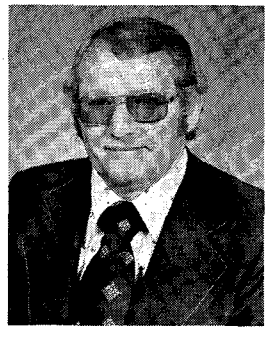
Stephen W. Edgerton, CIRA is a Junior Director from NIRA Region I. He will serve until May 1980.

Edgerton is Manager of Employee Recreation for Xerox Corp. in Webster, New York. The program he administers has won NIRA Certificates of Excellence in 1977 and 1978. He has attended all but one of the NIRA Conference and Exhibits since joining the Association in 1970, and was Co-Chairman for the Conference Program in 1976. That experience has been helpful to Edgerton in the past year, since he is currently serving as 1979 Conference Program Chairman.



Enrique Flores Mora is a Junior Director from NIRA's international Region IX. He will serve on the Board until May 1980.

Mora is Recreation Manager for Dinamica, S.A. in Monterrey, Mexico. Like many recreation professionals, his formal training is in an entirely different field. His degree from Politec Institute of Mexico City is in metalurgical engineering. He has been active for many years in statewide amateur athletics including football, bowling, tennis, and karate. He is a technical advisor of Instituto Nacional del Deporte de Mexico. He received the Youth Service Award of Sertoma International in 1974.



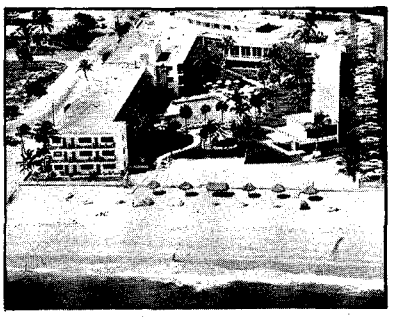
Jerre Yoder is NIRA Vice President of Finance. He is Chief of Employee Services for the Fort Worth Division of General Dynamics Corporation.

Yoder holds a degree in Accounting. Between 1968 and 1973, he worked as an accountant and auditor for General Dynamics. In late 1973, he became Manager of the Division's large and active Recreation Association. In April, 1976, Yoder was promoted to his present position overseeing recreation and many other employee benefits.

Yoder was instrumental in organizing the thriving Dallas/Fort Worth Metroplex Recreation Council (MRC). He served as its Vice President of Programs in 1975 and was elected Council President in 1976. Also in 1975-76, Yoder was elected NIRA Junior Director from Region VI. He served as 1976-77 NIRA Treasurer and was elected to his present position last May. rm

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NIRA CALENDAR

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill—(312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Janet Harris—(614) 421-6940, ext. 2951.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5938.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid—(713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau—(313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme—(202) 554-6910.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Hiroko Mochida—(213) 855-5508.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Gloria V. Boyles—(212) 551-3201.

Northern California Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Jesse—(408) 446-7404.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

* * *

Region VII will hold its 29th annual Conference and Exhibit September 20-23, 1979 aboard the *Queen Mary,* Long Beach, California. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

38th Annual NIRA Conference and Exhibit will be held May 17-22, 1979 at the Americana Hotel, Rochester, NY. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

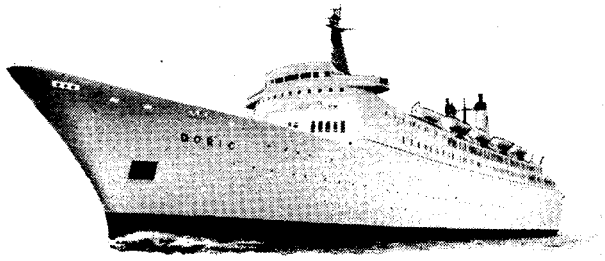
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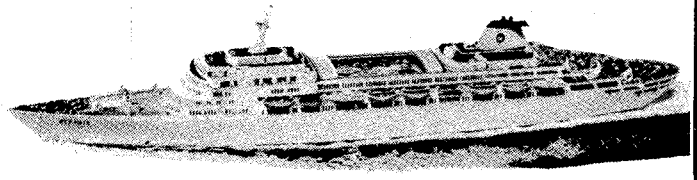


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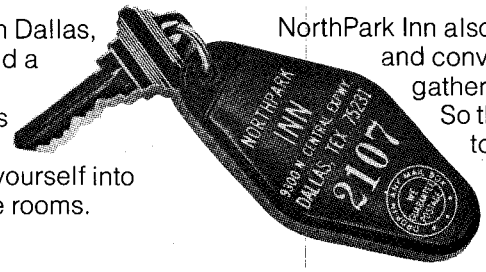
EMPHASIS ON SPORTS

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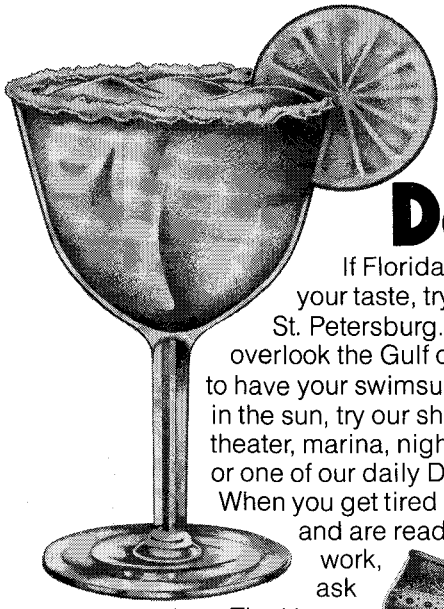
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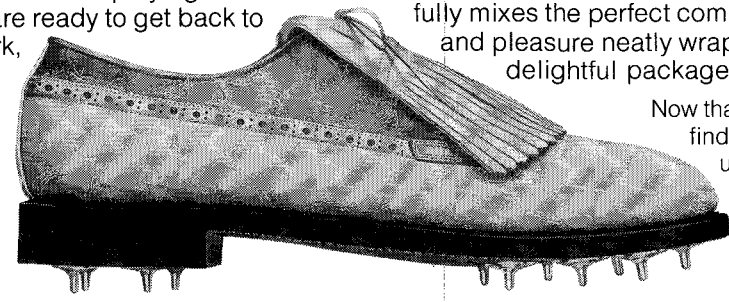


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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

MARCH 1979 • VOLUME 22, NO. 2

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Washington, D.C.

BERNIE WATTS
Goodyear Tire & Rubber Company
Akron, Ohio

RICHARD WILSMAN, CIRA
Johnson Wax
Racine, Wisconsin

What is NIRA?

The National Industrial Recreation Association (NIRA) is a non-profit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Recreation Management* is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, return the reader service inquiry card in this issue.

RECREATION MANAGEMENT

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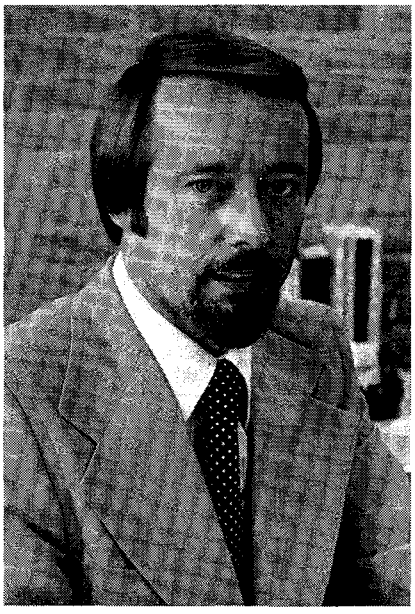
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The NIRA President would like a word with you

about practical commitment



Richard M. Brown, CIRA
Texas Instruments, Inc.
1978-79 NIRA President

When NIRA was founded, nearly forty years ago, it depended upon its members for identity, prestige and strength. Those few organizations that we recognize today as the pioneers of employee programs established NIRA as *the* association in the field. Those organizations are still the harbingers of the future.

But as NIRA has grown, we have become a more diverse group. We now include an increasing proportion of program directors who look to those early leaders for advice. Many of these newer members administer employee programs in addition to their other professional responsibilities. Others handle activities and services on strictly a volunteer basis. These members turn to us for ideas and information that will make their programs possible, viable and successful.

These members take their responsibilities seriously. Some of them attend NIRA Conferences at their own expense because they believe strongly in what they are doing and the help we can provide. For them, the ideals of professionalism are important. But what they need most immediately is assistance on a very practical level.

Most recreation directors, as clearly as we can determine, must struggle for recognition within their own organizations. They are encouraged to find that an international association, which includes the top professionals in the field, believes in the value of what they are doing. But on a day-to-day basis, that knowledge is little more than a distant inspiration. What matters to them is developing a well-rounded program, acquiring new employee services, accumulating information to justify management support, and administering it all as effectively as possible in less than ideal circumstances.

It is a tall order. Recreation directors, because they are sometimes the undefined members of their own organizations, deserve a great deal of credit for perseverence. We must recognize the difficulties they face and be ready to provide the support that justifies their support of NIRA.

Our responsibility begins with a readiness to serve. That attitude is a combination of respect, responsiveness, concern and commitment as far as NIRA and its individual members are concerned:

RESPECT for our colleagues who are doing a fine job, sometimes on a comparative shoestring and with the help almost exclusively of volunteers. This requires awareness of the practical limitations they face, the dedication it takes to overcome them, and the potential they hold for greater achievement.

RESPONSIVENESS to members' requests for assistance. This requires sensitivity to their needs and the personal attention that each of us, in his time, hopes to receive.

CONCERN for each member's development as a program director and as a representative of NIRA. This requires that we return real services for the dues we accept.

COMMITMENT to NIRA, demonstrated by the respect, response, and concern we give to each member and in the service each of us contributes to the collective strength of our Association.

Dick Brown

NAMES IN THE NEWS



Ann Wharton Cuny

The Northern California Industrial Recreation Council (NCIRC) has announced the appointment of **Ann Wharton Cuny** as Director of the Council Research and Education Foundation. Cuny serves as Chairperson of the Leisure Management Department of DeAnza College in Cupertino, California. The NCIRC is centered in Santa Clara.

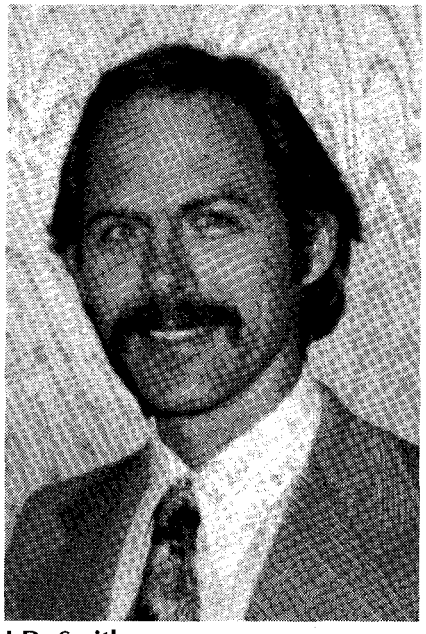
As Director, Cuny will conduct research relating to the correlation between participation in employee recreation programs and productivity on the job.

The Northern California Industrial Recreation Council was formed in 1978 to bring together individuals who are responsible for the delivery of leisure and recreation services for the employees of their companies. Its growing roster includes more than 45 employers in the Santa Clara area.

General Dynamics has announced several personnel changes in its various recreation clubs.

Jacquin M. Daoust, CIRA retired from her position as Recreation Coordinator for General Dynamics, Pomona Division. She had devoted more than twenty-six years to the Company.

In Texas, **C. D. Simonson** retired, effective December 29, 1978 from service as Manager of the General Dynamics Recreation Association in Fort Worth. Simonson's three-year term as Manager included the time in which the GDRA-Forth Worth won the NIRA/Citizens Savings (now Eastwood) Award for overall excellence in programming.



J.D. Smith

C. D. Simonson has been followed by **J. D. Smith, CIRA,** who was named GDRA Manager on December 29, 1978. Smith holds a B.S. in Recreation Administration from Texas State University. He had served as Operations Coordinator for GDRA since 1975. He is familiar to many NIRA members as the Special Events Chairman for the 1978 NIRA Conference and Exhibit.

Delegates to the Dallas Conference may also remember then-student **John Eubank.** He has since accepted a newly created position of Administrative Assistant in the General Dynamics/Convair Recreation Association in San Diego, California.

Leroy Hollins has moved from Dallas to Denver to accept a new position. Formerly Texins Administrator for the Texins Association of Texas Instruments, Hollins became Recreation Director for Martin Marietta, Denver Division, in February 1979. His new address is:

Martin Marrietta, Denver Division
P.O. Box 179/Mail #6320
Denver, CO 80201



Leroy Hollins

NIRA Consultant **Melvin C. Byers, CIRA** accepted the Distinguished Citizenship Award of the International Institute of Greater Toledo. The Institute fosters cultural programs among members of its international community. Byers is an editor of the monthly NIRA ideas newsletter, *key notes* and authors the regular "Ideas Clinic" column in *RM*.

Pratt & Whitney Aircraft Club in East Hartford, Connecticut has announced the appointment of a new Club Manager. He is **Dennis M. Mullen,** who replaces former NIRA Board member **Von Conterno** in the post. Mullen earned a B.S. in Municipal Recreation from the University of Massachusetts. He worked in municipal recreation for eight years before accepting the Pratt & Whitney position. Conterno is now devoting fulltime to a family business.



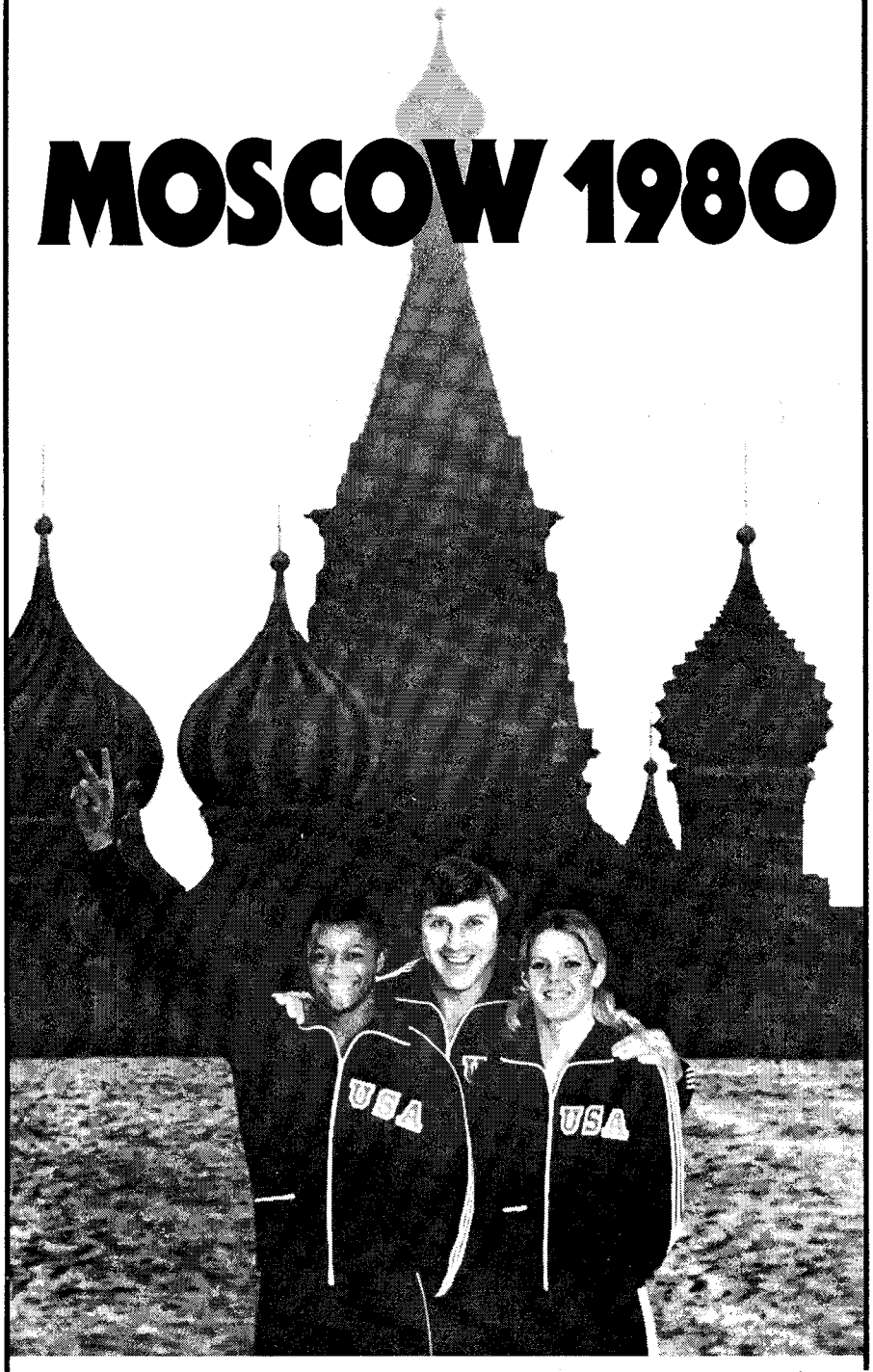
Charles Krutsch

Hundreds of people will receive training in cardiopulmonary resuscitation (CPR) using equipment donated in the name of **Charles Krutsch.** A NIRA supporter and fitness enthusiast, Krutsch was General Staff Supervisor for Michigan Bell Telephone Company at the time of his death in April 1977.

"He really supported recreation," said NIRA Director **Gene Miller, CIRA,** who worked for Krutsch, "and he always supported NIRA. He was very big on fitness. He jogged every day. He seemed fit; but he could never slow down. He was very tense."

Krutsch was returning home from an early morning jog, in fact, when he collapsed and died, apparently instantly, from a massive heart attack. He was 44 years old.

Krutsch was missed by friends at Michigan Bell and Illinois Bell who had enjoyed an annual intercompany golf classic, organized by Krutsch and Miller. The two groups raised memorial funds in Krutsch's name to purchase two "Arrhythmia-Annie" CPR training models. The first was donated to William Beaumont Hospital in Royal Oak, Michigan, where Krutsch was taken when he was stricken. It will be used to train hospital personnel. The second was donated to the Illinois Heart Association for use in public CPR training programs. **rm**



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NEWS IN BRIEF

'78 productivity made slim increase

Worker productivity in 1978 rose only 0.4%, the slimmest increase since the recession year of 1974, according to Labor Department statistics. Productivity is measured as output per hour of work. When its rate of increase is overshadowed by the increase in wages, higher production costs tend to force higher product prices and spur inflation.

The President's Council of Economic Advisors listed several reasons for the dip in productivity gains. The ratio of capital to labor has been reduced by low rates of business fixed investment, according to the Council. Also, an increasing proportion of women and young workers in the labor force may have decreased the overall experience level of employees, and thereby lowered their increase in overall productivity. Finally, the Council added, the growth of regulations has increased uncertainty and lowered levels of investment and innovation that used to characterize U.S. business.

Top management image influences morale

Job satisfaction in the plant is influenced by the image that top management projects, according to a study of auto workers. Researcher Richard Ruch of Kansas State University analyzed interview responses from thousands of auto workers. The results confirmed an earlier understanding that morale is affected by workers' perceptions of their foremen. But it added new insight to the role that management far removed from workers can exercise.

Even if the rank and file do not know top managers' names, Ruch found, the level of concern executives project will affect job satisfaction. Workers who felt that top management was trying to ease relations between workers and foremen and make the workplace more pleasant were generally more satisfied with their jobs than workers who perceived less concern among top managers.

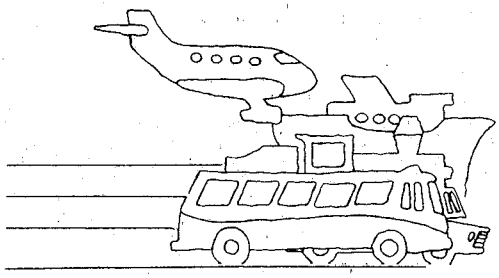
Ruch plans further studies to determine which management efforts are most effective in promoting job satisfaction.

Preventive medicine on the job?

Four out of five Americans believe they are in good to excellent health, but most of them are ignoring signs to the contrary. These conclusions are drawn from a recent poll of 1,517 adults taken by Louis Harris and Associates for Pacific Mutual.

One of the most interesting findings of the survey was that 43% of those polled would like to have access to an employer-sponsored preventive health program; 28% of the total sample would be willing to pay for such a benefit. The survey found several other interesting results:

- Sixty-two percent (62%) of the adult population is overweight
- Sixty-seven percent (67%) know they have bad eating habits, but have not changed them
- Thirty-seven percent (37%) smoke tobacco; 55% drink alcoholic beverages
- Thirty-four (34%) of adults missed at least three days of work last year because of illness.
- Thirty-seven percent (37%) of adults say they exercise regularly; but 60% of them have only started within the last two years.



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Women retain the capacity to exercise vigorously far longer than their male counterparts, according to a recent study at the University of Alabama. Cardiologists there tested healthy women on treadmills to determine the amount of exercise they could do before their hearts reached their maximum rates. Results show that women's capacity to exercise drops only about two percent (2%) for every ten years of age; while men's capacity declines ten percent (10%) for the same time span. Thus, a normal 60-year old man can be expected to have only 60% of the capacity he had as a 20-year old. A woman of the same age should be able to handle 90% of the exercise she did at 20.

"The Other Side of Life" available to NIRA members

At the 37th Annual CIRA/CIRL meeting in Dallas last May, members of NIRA's certification program viewed a nine-minute sound/slide show on the importance of recreation and leisure in providing a balanced way of life. Produced by Walt Disney's Magic Kingdom Club, "The Other Side of Life" is now available on loan, free of charge, in standard videotape format. Send requests to:

Bob Baldwin
Magic Kingdom Club
P.O. Box 4489
Anaheim, CA 92803

A limited number of copies is available. Please indicate two or three dates for showing.

What was that number?

Please correct a telephone listing on page 53 of the "1979 NIRA Buyer's Guide and Services Directory" (December/January RM):

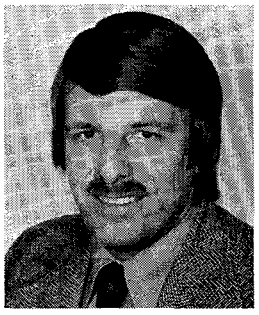
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CIRCLE READER SERVICE CARD NO. 51 rm

TOURNAMENT NEWS

by Stephen D. Waltz, CIRA
Cummins Engine Company
NIRA Vice President,
Tournaments & Services



Winners: NIRA/GOLF DIGEST Second Annual Open Golf Tournament

FLIGHT	COMPANY	NAME	GROSS SCORE	HDCP	NET SCORE	COURSE RATED PAR	+0−
Championship	1. Cummins Engine	Carl Gossman	72	7	65	69.1	−4.1
(0–10 Hdcp.)	2. Salt River Proj.	Lloyd Gieck	73	9	64	67.1	−3.1
	3. Cummins Engine	Ray Gehrt	74	7	67	69.1	−2.1
FIRST	1. GM—Delco	Bob Sloan	76	14	62	70.2	−8.2
(11–15 Hdcp.)	2. Bethlehem Steel	Dennis Tierney	73	13	60	67.0	−7.0
	3. Xerox	John Clapp	80	15	65	71.2	−6.2
SECOND	1. Cummins Engine	William Day	77	19	58	69.1	−11.1
(16–20 Hdcp.)	2. Xerox	Warren Van Buskirk	79	16	63	71.2	−8.2
	3. "E" Systems	Everett Lyons, III	83	19	64	70.0	−8.0
THIRD	1. Cummins Engine	John Green	84	25	59	68.0	−9.0
(21–25 Hdcp.)	2. "E" Systems	Lee Goff, Jr.	86	22	64	70.0	−6.0
	3. Dept. of the Army	Bill Kuhn, Jr.	85	24	61	66.0	−5.0
FOURTH	1. Cummins Engine	Marge Henderson	146	92	54	66.0	−12.0
(26+ Hdcp.)	2. Cummins Engine	Betsy Dahl	188	136	54	66.0	−12.0
	3. PSNS	Chris Fulton	97	43	54	64.0	−10.0

Prizes for each flight: *First prize:* A complete set of Spalding Executive Irons
Second prize: A complete set of Spalding Executive Woods
Third prize: One dozen Top-Flite Golf Balls, and a copy of *How to Become a Complete Golfer* by Bob Toski and Jim Flick. rm

Trends in recreational sports

with G. Marvin Shutt
Executive Director
National Sporting Goods Association

Which sports will be most popular with employees in the coming years? Has the interest in tennis peaked? Is racquetball just a passing craze? And what about the running sports?

RM talked with G. Marvin Shutt, Executive Director of the Chicago-based National Sporting Goods Association recently about these and other questions that affect planning for employee recreation programs.



Racquetball is one of the fastest-growing sports. Increased interest in physical fitness and the participation of women accounts for growth in virtually all recreational sports.

RM: Which sports are the fastest-growing among recreational participants?

SHUTT: Bowling is making a comeback. Tennis is still on the rise. So are golf and skiing. In fact, all sports participation is increasing. The biggest two right now are racquetball and soccer.

What is causing this general increase in sports participation?

The new interest in physical fitness is the basic reason for all this growth. There has been an increase in all kinds of sports as a result.

What sports benefit most from this increased concern with fitness?

Well, jogging and running are growing, of course. So is walking. In Europe, they've been walking against time for years. It's a sport—not just a stroll. We [the U.S.] have never done very well at it. People who can't jog or run can walk.

What other influences account for this increase in sports for recreation?

Women. They're participating in practically every sport. Here in Chicago, we have a new women's professional basketball team—and they're good.

Of course, under Title IX, schools must allot proportionate funds to women's sports. The men complain that it's hurting their programs—and

it is. But is has increased women's participation. And this increase isn't just in the schools. It's across the board. Racquetball, for instance, is catching on with a lot of women.

What about racquetball? You have said it's one of the fastest growing sports. Is it just a craze?

Oh no. It isn't just a passing thing. Racquetball is becoming more popular all the time, for several good reasons.

First, it's easy to learn. In many sports you can't enjoy playing unless you're really proficient. It seems that everyone can enjoy racquetball, even if they're lousy at it.

It doesn't take a lot of expensive equipment, either. All you really need is a racquet. Another thing—and this is important for your members—it doesn't take much space and can be played in the same facilities you use for handball. Tennis began to grow because it takes less space than some other sports—golf, for instance. Racquetball takes even less space and is growing for the same reasons tennis did. Also, you can play racquetball with only one other person, or even by yourself.

How does racquetball fit into a fitness program?

It fits the American approach to fitness. Americans want instant everything. Now that they want to be fit, they want it immediately. With racquetball, you can get as much exercise as you want in a short period of time. I'm not saying that's the best way, but I think it accounts for the growth of racquetball.

Do you expect racquetball to become as popular as tennis?

It certainly could. Racquetball has even become a spectator sport. They are building glass-walled courts for it. Of course, years ago, no one thought tennis would become a spectator sport and now look . . .

You have also mentioned soccer as a fast-rising sport. Why do more people want to play soccer?

For many of the same reasons that are true for racquetball. Soccer doesn't take much training. The equipment is simple and inexpensive. There is no body contact, as a rule, so injuries are few. And it can give you a lot of exercise.

Who is playing soccer?

In many cases, it starts as a youth sport. Schools are adding it to their athletic programs. It can even be a sandlot game, like baseball has always been. Kids get real pleasure from just kicking a ball around. In some places, it's even getting to be a Little League kind of thing.

Can we expect soccer to become an employee league sport, like softball?

Oh, I think so. It will continue to grow. The investment [for employee leagues] is even less than for something like racquetball. All you really need is a ball, a field and some nets.

What other sports do you expect to grow in participation. You mentioned bowling . . .

Oh yes. Bowling is definitely coming back. We're not sure why. It's just one of those cycles we go through. For a period of time, we were overbuilt. Now the whole bowling picture is getting better. We're even seeing new facilities being built.

What about tennis? Has the interest in that game peaked?

Tennis is still growing. So are golf and skiing. But none of them is gaining [participants] so spectacularly as they did a while back. After you reach so many people, you can't maintain such impressive increases.

Are there other sports—some we may not be aware of—that could take the public's imagination in the forseeable future?

We don't see any others right now—nothing to match the ones I've mentioned. But you will see a growth in practically all sports. And women will be out there trying them all. rm

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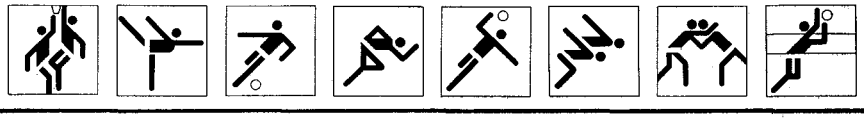
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Telephone: 514-738-5346



CIRCLE READER SERVICE CARD NO. 10

Soccer

A sports activity to grow on

with Charles E. Kuchar

In most countries, when sports fans mention football, they are not discussing the American gridiron. They are talking about soccer. The fast-paced field game is gaining a following in the U.S. as well. Major cities are fielding professional teams and schools are including soccer with other more traditionally American sports in their extracurricular programs. The trend is naturally influencing employee recreation as well. Many U.S. companies have added the game to their programs.

The General Dynamics Recreation Association (GDRA) in Fort Worth, Texas started its soccer program as a youth league five years ago. Charles E. Kuchar, an engineer with no previous background in the sport, was the driving force behind the program. It all started, he explained to **RM,** with his daughter.

"I happened to mention to her one night at dinner that they were starting a girls' soccer team at her school," said Kuchar. "I asked her if she'd like to join and much to my surprise she said, 'I'd love to'. That's how I first got involved with it."

Kuchar took his interest in youth soccer to the GDRA and, predictably, was invited to be the Association's first soccer commissioner. He publicized the idea through "GDRA at Play", the Association's newspaper, and talked with coworkers about a projected league for children aged 8 to 12 years.

At the outset, in 1974, said Kuchar, "Fort Worth had low participation in soccer. We had an informal league in the city, but most people weren't happy with the way it was being run."

Because of GDRA's unusually open policy regarding community participation in its activities, Kuchar expected to interest non-Association members to enroll their children in the new league.

Initial publicity drew four teams of about fifteen players each, including a girls team. The GDRA league began play in the Fall of 1974 with the older city league.

Youngsters, their parents and GDRA were intrigued with soccer, said Kuchar, for several reasons. First, the game offers continuous action for both players and spectators. It is not a contact sport, however, so comparatively few injuries occur. Secondly, according to rules accepted citywide in Fort Worth, every player on a team must play at least one-half of a game. This insures active participation for children of varying abilities. Thirdly, the game is played during both Spring and Fall seasons. This allows players to participate in other team sports, such as baseball, softball, American football or basketball and still be able to play at least one season of soccer every year. Finally, said Kucher, the game is relatively low in cost. Fifteen dollars will cover the cost of shorts, a shirt and socks, he said. Young players on GDRA teams usually buy their own molded cleat shoes. GDRA provides the fields and nets.

After an encouraging season with about sixty young players in the Fall of 1974, Kuchar began to discuss bigger plans with the soccer coach of a private school in Fort Worth. He and the coach combined forces to produce a league of 300 kids by the Fall of 1975. Kuchar plunged into the league, both as coach and as GDRA commissioner. After several successful years, he found that two annual seasons, demanding at least an hour of time every day with the teams, plus inter-season planning, was taking too much time away from his job. Last year, he turned the commissioner's position over to Don Duttwieler who, like Kuchar, had become engrossed in soccer in the last few years.

Under Duttwieler's direction, the GDRA soccer program now boasts 250 regular players, including six adult teams, five of which have been formed in the past year. According to GDRA participation rules, more than one-half of participants must be Association members. At present time, Kuchar said, about sixty percent of the soccer players are members. The extensive community involvement in soccer, and several other GDRA activities, helps promote good community relations, according to **J.D. Smith, CIRA,** GDRA Manager.

"We share our facilities with the 'Y', the Campfire Girls and other groups," said Smith, "and we have never had a serious problem. But we've grown from 6,500 employees in 1974 to about 13,600 now. We are trying



The soccer program at General Dynamics-Fort Worth began with children's teams. Kids readily took to the fast-paced game and their parents liked the relative safety and economy of the sport.
Photos by Darrell R. Greenlee



continued on following page

to cut down somewhat on outside involvement." But Smith added that the sports leagues, including soccer, will continue to be open to non-members on a limited basis.

Kuchar, who entered soccer with little previous experience, advises other novice soccer organizers to consult their state chapters of the United States Soccer Federation (see inset for advice and free training opportunities). Despite the relative unfamiliarity of the game, he said, organizing teams of fifteen is easy.

"Eight or nine kids can develop into a team of fifteen in two weeks, just by word of mouth," he said. "And once they come out, they get caught up in the magic of the sport. Ninety percent of our first-time players return for another season."

Even though soccer is safer than many sports, children who participate in the GDRA program must be covered by their parents' medical insurance. In addition, of course, GDRA carries ample liability coverage.

Kuchar also advises soccer organizers to contact local soccer coaches, in other leagues or in the schools, for advice and competition. For more information on the GDRA program, contact J. D. Smith, Manager of GDRA, at (817) 732-7731.

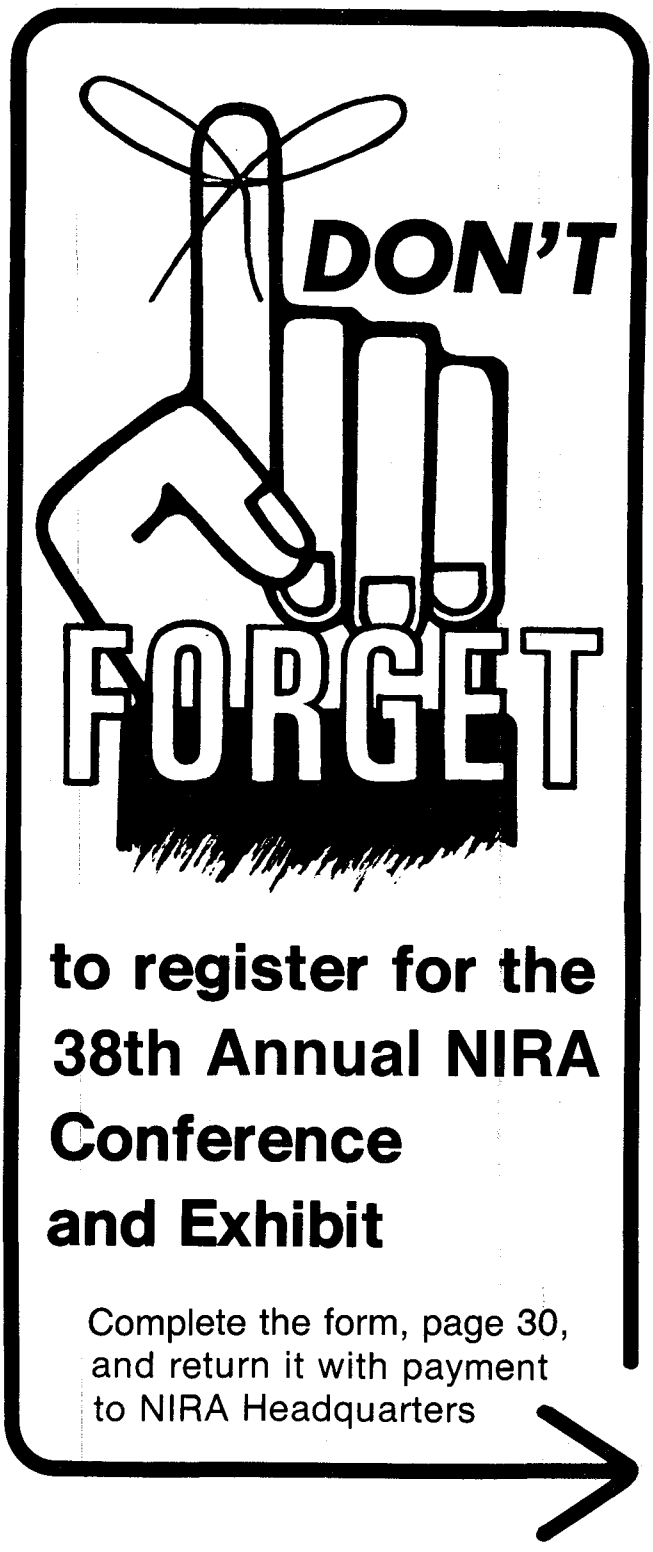
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CIRCLE READER SERVICE CARD NO. 4

NIRA BOARD OF DIRECTORS' WINTER MEETING

A new name for NIRA . . . and other proposals



Region IX Director Enrique Flores Mora and Region III Director Susan Siwicki, CIRA.

Is it time for the National Industrial Recreation Association to change its name? That was one of several questions put before the NIRA Board of Directors at its meeting, January 16–17, 1979 in San Diego.

NIRA President **Dick Brown, CIRA** asked the Public Relations Committee of the Board to reexamine the recurring debate about NIRA's name.

Many members have argued in recent years that the name, originated at the Association's founding nearly forty years ago, is outdated. The Association is now international they note, with many members in Canada and Mexico, as well as Saudi Arabia. Its members work with not only industrial employees, but also members of the business community, government workers and the military. The term, recreation, may have become too narrow to describe the variety of services that many NIRA members handle.

On the other hand, many NIRA members respond that a name change would cost the Association hardwon recognition, that it would require a costly and confusing period of transition, and that it would be unlikely to result in any more definitive a name than we now use.

A sub-committee of the Public Relations Committee, chaired by NIRA Consultant **Melvin Byers, CIRA,** will study the question and report its preliminary findings to the full Board in May.

Also at the winter Board meeting, CIRA/CIRL Director **John Tutko, CIRA** applauded, with Board affirmation, the new format of the "Informer" newsletter for members of NIRA's certification program. The quarterly professional newsletter, is edited by **Elizabeth Burchard, CIRA** of Northwestern Bell Telephone Company.

Other Board decisions in a number of areas will affect NIRA members:

Membership

The NIRA Board reaffirmed its serious emphasis on increasing membership. It instructed Executive Director **Patrick Stinson** to help facilitate that effort in three ways. First, he will inform all regional Directors of potential new members in their areas, so that Directors can assist headquarters directly with membership development. Secondly, Stinson will establish closer ties with associations in the personnel management field to facilitate the exchange of information and ideas. Thirdly, he will work with major amusement areas in North America to promote employee recreation and special discounted services.

Tournament and Services

The Tournaments and Services Committee, under the administration

continued on following page

of Vice President **Stephen Waltz, CIRA,** will develop plans for a Fun Run for NIRA members. The Committee is currently investigating the details of administering such an event.

Research and Education

At the recommendation of the Research and Education Committee, the NIRA Board approved authorization for the Brown Publishing Company to complete final stages of publication for the long-awaited textbook about employee programs. The college text, originally scheduled for 1978 publication, awaited final determination of credits for all contributors. With this Board authorization, the book has entered final production leading to release.

Referendum

The Board directed a postal referendum of all NIRA voters on two questions affecting Board composition.

First, members will decide whether to admit the Chairman of the National Industrial Recreation Research and Educational Foundation (NIRREF) as a voting member of the Board. The NIRREF leader has occasionally participated in Board meetings as a non-voting member.

Secondly, members will be asked to approve the addition of a new Vice President of Fitness and Health to the Board. If members approve that addition, a new Vice President will be elected to fill the two year term at the Annual Meeting during the May 1979 Conference and Exhibit.

* * *

The 1978–79 NIRA Board of Directors, under the administration of President **Dick Brown, CIRA** will hold its final regularly scheduled meeting, May 16–17, 1979 in Rochester, New York. The 1979–80 Board, under the administration of incoming President **Kirt Compton, CIRA,** will meet for the first time in Rochester, May 22, 1979. Included in that session will be the officers and new Directors elected at the Annual Meeting.

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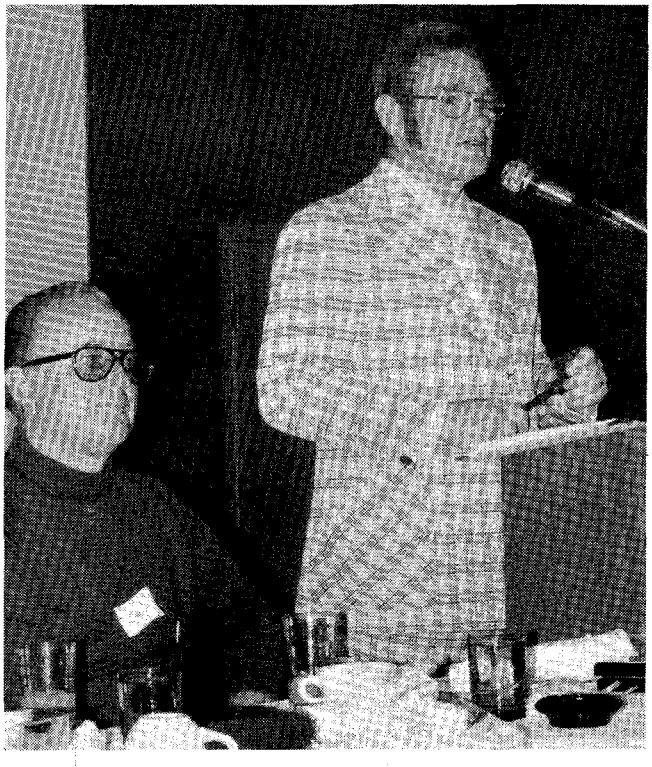
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CIRCLE READER SERVICE CARD NO. 5



Several members of the NIRA Board attended the installation banquet of the San Diego Industrial Recreation Council immediately following the Board meeting. NIRA President Dick Brown, CIRA and Executive Director Pat Stinson were on hand when 1977–78 SDIRC President Jim McKeon (seated) turned the gavel over to his successor, Roy Ahrensberg. McKeon will join the NIRA Board as Region VII Junior Director in May 1979.

rm

IDEAS CLINIC



by
Melvin C. Byers, CIRA
NIRA Consultant

Q I have been put in charge of revitalizing our [military] base tennis club. The facility will be renovated. Courts are being resurfaced and locker rooms refurbished. The facility hasn't always operated well in the past; but we hope to take this opportunity to start out fresh. Do you have any suggestions?

A If your club will be open to families as well as service personnel and employees, the pattern followed by commercial tennis clubs is one worth investigating. Industrial tennis clubs are not all as fortunate as yours in owning their courts. Your advantage in facilities ownership gives you a great bonus in flexibility, from the very start.

Many industrial tennis clubs introduce a three-phase membership plan: learner and beginner leagues, social leagues, and highly competitive tournament leagues. It is necessary and beneficial to offer lessons and maintain a learner league on a continuous basis. This multi-phase club organization satisfies the needs of different kinds of players. It also provides for club growth and stability by training novice players.

Scheduling court time is one of the most difficult jobs, especially when club members are limited to certain non-work hours. It is essential that schedules consider those who can play only at certain times as opposed to those whose leisure time is more flexible. Schedules, once established, must be respected by all club members.

Membership cards coded by color will help identify participants and direct them to the areas or leagues assigned. If members abuse their privileges, their cards can be recalled or not re-issued. Of course, when membership depends upon adherence to specific rules, those rules and the penalties for violating them must be clearly defined and uniformly enforced. A charge should always be made for membership in the club, even if the fee is nominal. Participants will value an activity and respect its facilities more when they have some investment, however small, in them. Guest passes can be issued on a limited basis for each member and controlled by the commissioner.

All tennis clubs should seriously consider offering affiliated services such as food and beverage concessions, nurseries for small tots, children's attended playgrounds and an employee service store that stocks tennis equipment and supplies, loyalty items and personal care items. A first-aid service should be provided and be under the director's supervision. A rest lounge with television, telephone and comfortable seating should adjoin the store area.

Promotion of the tennis club, its services, and various leagues should be regularly scheduled, using bulletin boards, newspapers, public address systems, direct mail and display posters. Special areas must be reserved for permanent display of rules, regulations, services and contracts, as well as a directory of league coordinators tennis club commissioners.

A tennis commissioner and a governing committee of three or four members should be appointed or elected to set policies and fees, as well as direct the management and up-keep of the facilities. An outside tennis instructor or college recreation professor may be asked to be a member of the commission and be granted certain privileges and credits for his/her service. As with all committees and commissions, the tennis committee must include the recreation director.

Tennis is a sport that active people of any age can enjoy, if facilities and instruction are made available to them. A well-administered tennis club can bring this once-elite sport within the reach of employee families who might not otherwise have a chance to enjoy it. rm

NATIONAL INDUSTRIAL RECREATION ASSOCIATION NIRA

key notes

Monthly newsletter
Programming ideas and administration principles for recreation directors
Another NIRA member service

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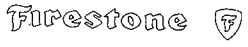














































The National Industrial Recreation is known by the companies it keeps — year after year. Over 1,800 company members represent NIRA, which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation — just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.







National Industrial Recreation Association


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Cummins Employee Recreation Association

1978 NIRA/Citizens Savings Award Winner

with Stephen D. Waltz, CIRA

Cummins Engine Company in Columbus, Indiana is a big employer in a small city. Its employee recreation and services program helps fill many of the needs served by municipal parks departments in larger communities. The Cummins Employee Recreation Association (CERA) won the 1978 NIRA/Citizens Savings Award* for overall excellence among companies with more than 10,000 employees. Its program has been exemplary for many years. The professional approach to planning and administration that brought it to award-winning status can serve as an example to smaller, growing organizations.

Facilities and Activities

The 345-acre CERAland Park offers Cummins employees recreation facilities that many small cities would envy. Thousands of campers enjoy its campground each year. The facility rivals state campgrounds throughout Indiana. It offers a total of 249 campsites, each with electricity and access to water. All electric lines are buried to preserve the natural beauty of the area. Comfort stations, complete with showers, are open at north and south ends of the grounds.

CERAland Park also offers a miniature train, three well-equipped playgrounds, picnic areas, six lighted tennis courts, a miniature golf course, water for boating and fishing, a "go-kart" track, rifle and trapshooting ranges, and an Olympic sized swimming pool.

Despite its impressive array of facilities, CERA must share facilities in the Columbus area for most of its indoor and winter activities as well as several of its warm-weather events. Close cooperation with the Columbus community enables the company to use municipal and commercial facilities for a long list of activities including golf, basketball, volleyball, bowling, physical fitness classes, table tennis, hockey, some shooting sports, arts and crafts, adult education classes and the winter movie program.

A still longer list of activities is centered at CERAland Park. It includes all the major sports and games, as well as clinics to train officials for them. It also encompasses a wide range of national discount services and a travel program that sends Cummins employees from Columbus to popular destinations in the U.S., the Caribbean and Europe.

Special activities throughout the year round out a program designed to interest every Cummins employee. Among them are an art show, an Independence Day family picnic, NIRA tournaments, a style show, and Sunday music-in-the Park programs.

Planning and Administration

The great bulk of funding for this program comes from the employees themselves in the form of vending commissions. Interest on CERA deposits contributes a small proportion and admissions and fees add a tiny amount to the total.

The Cummins Employee Recreation Association is governed by a ten-member Board of Directors. The fulltime CERA Staff, under Recreation Director **Steve Waltz, CIRA,** includes a recreation coordinator, a program coordinator, a Park manager and his assistant. Several additional employees are needed to administer the program and maintain its facilities. The Association also uses part-time paid referees, officials, umpires, scorekeepers and instructors. These employees are re-

Renamed the Eastwood Award in 1979



CERAland Park offers fishing, boating and lakeside picnicing.

quired to attend training sessions on CERA rules, policies and procedures before they officiate at Cummins activities.

Administration of a program as complex as CERA's requires long-range planning and well-coordinated administration. Many of its procedures, however, can be adapted in an appropriate scale for programs of widely varying scopes.

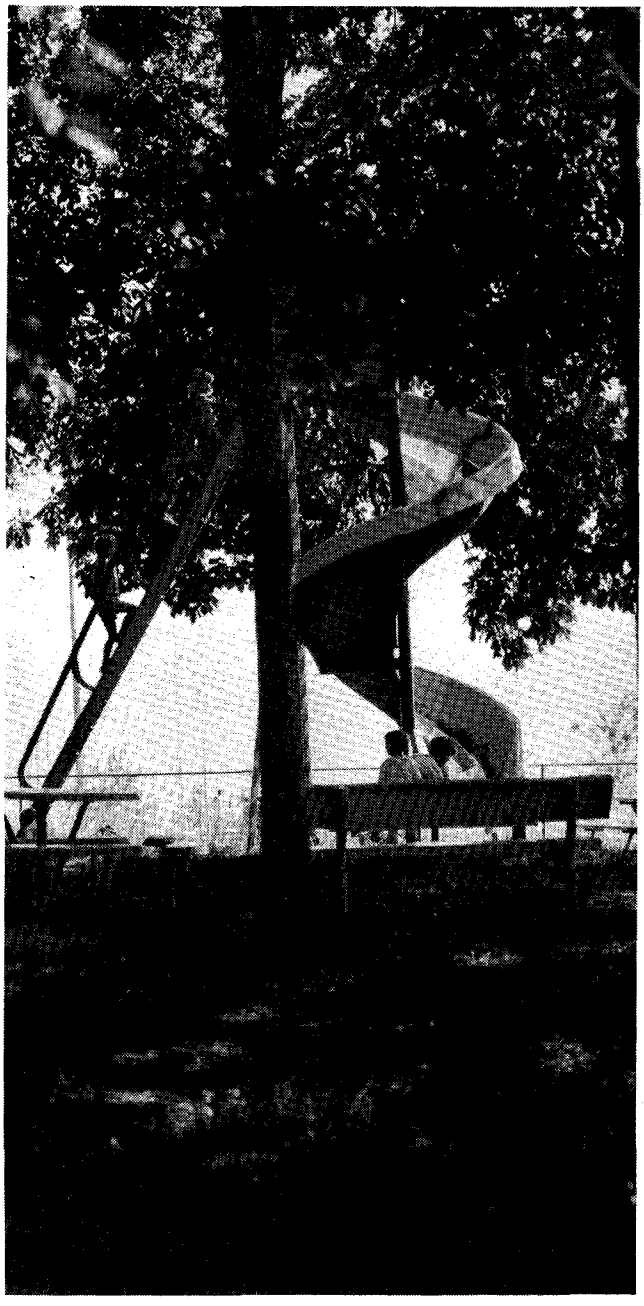
CERA planning follows a three-part approach including a master plan, a yearly Board review and a five-year financial plan.

Master Plan—CERA plans are developed to meet present employee needs and anticipate future needs. Ever since the purchase of Park property in 1963, CERA has periodically made long-range plans for Park and program development. Toward the close of a given plan period, the CERA Board begins work on the plan to follow. CERA is able to hire an outside consulting service to assist with this work.

continued on following page



249 campsites are part of CERAland Park.



The Park offers three playgrounds.

Yearly Board reviews—Every year, the CERA Board compares the Association's progress with its long-range plan. Immediate decisions on facility development are made, based on priorities established by the Board with the assistance of the staff. Available funding is considered along with the impact that any proposed change would have on the Association's long-range plans.

Five-year financial plan—A continuing five-year financial plan for the Association is updated annually by the CERA Board of Directors. Careful planning and administration has made projections highly accurate in recent years. This accuracy enables the Association to determine the funds available at any given time and to spot any surplusses that can be invested to earn interest until they are needed.

Progress toward planned goals is evaluated in five ways, with input from both employees and management.

The first and most obvious form of evaluation, of course, is participation. Substantial increases or decreases suggest areas that need special attention from the Board and CERA staff.

Secondly, an annual cost analysis of the program compares activity costs with participation. This review helps determine activities that require further examination and possible changes.

Thirdly, Cummins management reviews the CERA program formally on weekly and yearly schedules. Weekly "newsnotes" and more detailed annual reports measure the performance of the program beside its specific goals and objectives.

Periodic surveys of employees provide a fourth means of evaluation. ("Surveying Employee Recreation Interests," W. Donald Martin, Ph.D. and Stephen D. Waltz, CIRA, ***RM,*** October 1977, pp. 27–30.) In addition, all participants have the opportunity to evaluate activities in which they participate.

Finally, the professional CERA staff evaluates the program thoroughly each year, using all of these methods, as well as more subjective evidence gathered informally through contact with employees and their families.

* * *

Cummins employees in Columbus, Indiana turn to their employer for many of the leisure services that people in larger towns gain from several sources. The award-winning CERA facilities and activities excell in supplying these services. Plans for dramatic future improvements on a large scale are underway.

Steve Waltz, CIRA joined the CERA staff in 1970 and has been Recreation Director since 1972. He has earned a B.A. in humanities/recreation from Purdue University and a M.S.P.E. from the University of Washington. He has served on the NIRA Board of Directors for several years, most recently as Vice President of Tournaments and Services. He is the author of the regular *RM* department, "Tournament News." rm

1979 Eastwood Awards will be presented May 19 at the NIRA Conference and Exhibit

ASSOCIATE PROFILE

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New York City	May 3	Thursday
Boston	May 7	Monday
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Cleveland	May 10	Thursday
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RICHARD M. BROWN, CIRA

President
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IRC Sports Leagues

Sports leagues were the reason most early Industrial Recreation Councils (IRC's) were founded. Today, many Councils have diversified their programs to include travel, cultural events, discount services, and many other programs. Even so, sports leagues remain essential to most inter-company recreation programs. Some leagues are tied to municipal recreation departments. Others are administered entirely by employee recreation directors in the private sector. A sampling of NIRA Councils shows a variety of approaches to Council leagues.

OAKLAND
The municipal tradition

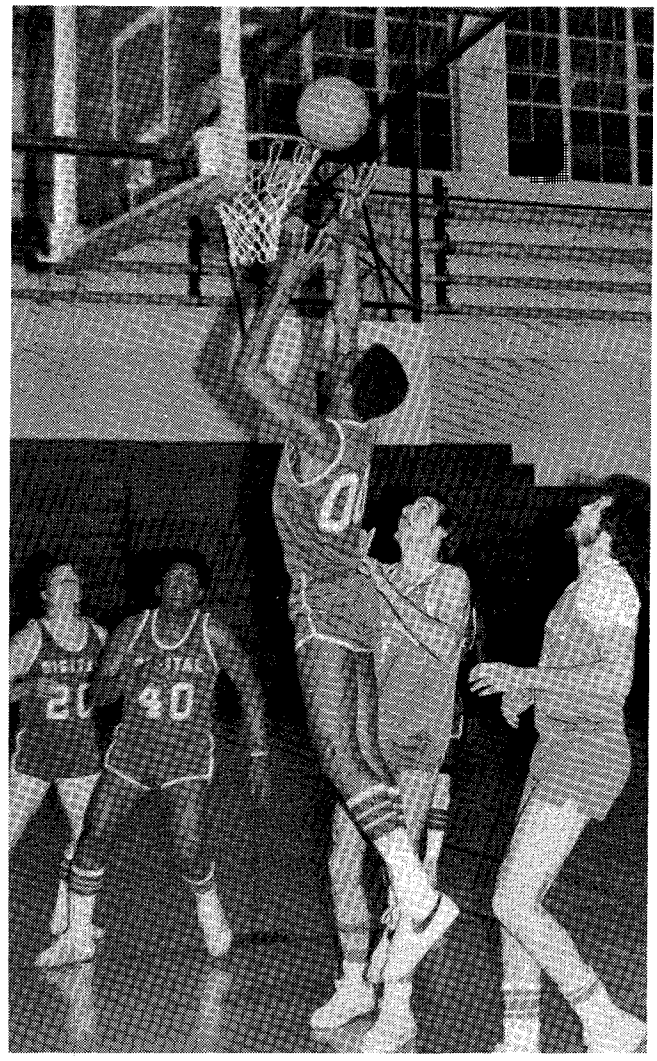
In 1919, several employers in Oakland, California asked the city parks department to help them start a sports program. The city accepted. Sixty years later, said department staffer **A. Jody Merriam, CIRA,** "We're still doing it." Merriam is Director of the Oakland Industrial Recreation Association (OIRA). Her leadership of the OIRA and her professional association with the city are typical of the traditional ties between employee leagues and municipal recreation that were the foundation of many council programs.

Today, the OIRA sponsors employee leagues in basketball, volleyball and softball. It also sponsors instruction programs for tennis and badminton. Merriam, who coordinates the programs, reserves facilities and finds officials for league play. The staff in her department administers the competition.

Merriam's office sends complete league information to participating recreation directors. They, in turn, compile rosters and return registration materials and fees to the city. Merriam's office reviews the rosters and, if necessary, opens league play to non-OIRC teams to fill each class of competition. At the end of each season, first and second place winners for each sport take trophies home to their companies.

PHOENIX
Closed leagues

The private-public cooperation which Merriam said characterizes California Council leagues is handled in a different way by the Phoenix Industrial Recreation Council (PIRC). **John Bonner,** Executive Secretary of the PIRC, is a recreation Supervisor for the City of Phoenix.



In Phoenix, players from Digital Equipment Corp. meet competitors from Mountain Bell Telephone Co.

The Council leagues he administers are strictly limited to the employees of IRC member companies and their immediate families.

The PIRC was founded in 1958 by the city, with inter-company athletic competition as its original emphasis. Bonner has headed the Council's sports program for ten years.

In Phoenix, the IRC sponsors leagues in basketball, slow-pitch softball and golf. Bonner handles administration through the IRC. League play is first publicized at Council meetings. Members take the information back to their individual companies where recreation directors

publicize the activities and recruit players. Each company sends a representative to the organizational meeting chaired by the Bonner. Company entry fees pay for the officials; the IRC covers the cost of trophies.

Basketball and softball competition is held at city facilities during evening hours. Golf is divided into two leagues, one in Phoenix and one in nearby Scottsdale, for the convenience of players from the two areas. Golfers tee off after 4:00 p.m. Competition in all three sports draws employees from as many as 18 companies each season.

Awards night at the end of each season is held in conjunction with a monthly IRC meeting. Winning team captains and winning companies' IRC representative accept the trophies. A photographer is on hand at the trophy presentations to take photographs for use in the winning companies' employee newspapers.

HOUSTON–GALVESTON— Getting started

"We're into our second full year, so our sports program is just getting off the ground," said Houston-Galveston Area IRC officer **Jim Walker** recently. The new Council in the Texas Gulf area has begun a sports program for its members that varies from those in Oakland and Phoenix in several ways.

First, the Houston-Galveston program is administered entirely by recreation directors; no municipal employees are involved. Walker, who is with McDonnell-Douglas, and IRC President **Tim Kincaid** of NASA Exchange administer the fledgling program. Kincaid hopes to have the help of several other Council members in 1979.

Secondly, the sports program for the HGAIRC was started, not so much as an end in itself, but as a means of increasing communication between Council members. Because Houston and Galveston are forty miles apart, this was an important consideration for the new Council.

Thirdly, the Houston-Galveston competition revolves around short-term activities, rather than season-long schedules. The group's 1978 program was initiated with a fun run, involving the employees of four companies, and a tennis tournament in which six organizations participated. 1979 plans include two tennis tournaments, tournaments in volleyball and softball, and more fun runs. Events are publicized by flyers sent to each Council member for posting in his/her company. A central coordinator for each activity arranges the details of competition.

Increasing participation is more important to Houston-Galveston coordinators than determining league champions. This emphasis has lead to an unorthodox approach to tennis competition. Walker, a professed "tennis nut" was responsible.

"We have a handicapping system to allow smaller companies to compete with the larger ones," he explained. "We give them points for participation, games won, and a lot of other things. It's a crazy formula. Last year, a company with 124 employees managed to squeak by another with 300 and a couple with 3,000 employees." So far, Walker insists, all competitors are willing to go along with the formula.

continued on following page



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CIRCLE READER SERVICE CARD NO. 3

ON–SITE SPORTS TOURNAMENTS at the NIRA Conference and Exhibit will begin Thursday, May 17 Information is returned to registrants
See page 30

DAYTON
A classic program

In 1931, several General Motors plants in the Dayton, Ohio area organized the General Motors Athletic Association. Four years later, after admitting plants from outside the GM family, the group changed its name to the Dayton Industrial Athletic Association (DIAA). According to **Tim Shroyer, CIRA,** of General Motors/Delco, the DIAA serves more than 75,000 families. Although its programs now include travel, amusement park outings, and other activities, its list of sports leagues is still impressive. In 1979, it will include archery, bowling, tennis, horseshoes, golf, volleyball, trap shooting, riflery, softball and racquetball. Tournament competition is scheduled in bowling, volleyball, softball, basketball and racquetball.

The DIAA serves organizations primarily from heavy industry. For this reason, the great majority of its players are men, including the players in a separate "over-40" softball league. Women's teams are organized for archery, golf, riflery, softball and tennis.

Participation in sports programs is essential to DIAA membership. Association rules stipulate that organizations must participate in at least 50% of a year's activities to maintain membership. Exceptions have been made in times of unusually high lay-offs in a particular member plant.

Coordinators for DIAA's various sports leagues are the recreation directors of member companies. In each case, the coordinator makes information available to all Association members. Those recreation directors, in turn, publicize the competition to employees and determine the roster of players from their companies. The coordinator is responsible for arranging league play and awarding trophies.

WASHINGTON, D.C.—
Facilities shortage

If a United States Senator wants your softball diamond, you let him have it. That, according to an IRC leader in Washington, D.C., is a problem that is unique to sports competition in her area.

"We're definitely different here, believe you me," said **Mary McKey** recently. She is President of the League of Federal Recreation Associations (LFRA) in the District of Columbia.

LFRA member organizations, said McKey, find sports facilities wherever they can. Because most of them are federal agencies located in the heart of the U.S. capital city, they must sometimes go to outlying areas in Virginia and Maryland to find facilities. The National Park Service controls all parks in the District of Columbia, McKey explained. And, in the U.S. capital, park administrators are subject to "clout" heavier than that in any other city. It means a lot of special interests competing for playing space, and facilities reservations that are subject to unpredictable cancellations.

For these reasons, the LFRA assists member organizations in administering their own sports programs, but cannot maintain its own leagues. The Council does offer two- and three-week tournaments in basketball, softball, football, baseball, golf and tennis. Most tournaments run at the end of regular seasons, when there is less competition for facilities.

Tournaments are publicized in the LFRA publication, *Recreation Register.* Hundreds of teams rush to enter the LFRA tournaments. Even with a deliberately short sign-up period, for instance, more than 1,200 teams entered last year's softball tournament. **Austin Gattis,** fulltime professional Chairman of the LFRA, administers the tournaments—as if he were a municipal recreation director.

Sports program can be unifying activities for Industrial Recreation Councils just as they are for single employee groups. Councils, in a variety of locations and situations have offered sports leagues to their members. The idea has worked for three generations. It is working for new Councils today. **rm**

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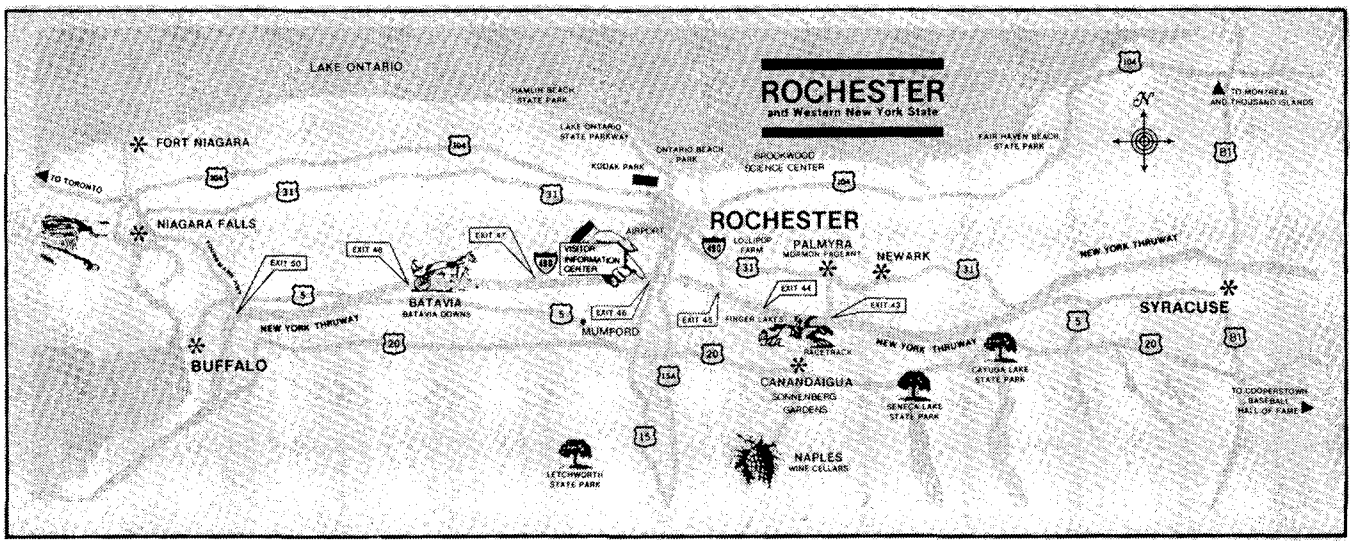
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Note: Booklets in quantity, posters and other materials are available for use by companies, clubs, etc. For information, write: The Advertising Council, 825 Third Avenue, New York, New York 10022.

Ad Council

A public service message of This Magazine & The Advertising Council & the US Department of Commerce

While you're in Rochester take a look around you



The 1979 NIRA Conference city offers its own special points of interest

It will be the height of the spring lilac festival in Rochester, New York when the NIRA Conference and Exhibit convenes there, May 17. The world's largest collection of the beautiful flowering shrubs will draw hundreds of thousands of visitors to the city's famed Highland Park.

The city of Rochester alone is home for 300,000 people. The Conference headquarters, the Americana of Rochester, downtown, is close to shopping and entertainment as well as points of historical and clutural interest.

Midtown Plaza

Midtown Plaza is a unique 12-acre shopping and business center near Conference headquarters. More than 80 stores, restaurants and services await visitors. The Top of the Plaza Restaurant offers a unique panarama of the entire city.

George Eastman House

Included on the Spouse's Program is the historical George Eastman house, a graceful Georgian mansion that was the home of Eastman Kodak Company's founder. The house, still furnished with some of its original contents, is a fascinating photography museum.

Strasenburgh Planetarium

All delegates, spouses and exhibitors will have an opportunity to visit the new $3 million planetarium in Rochester. Its 240-seat star theatre is the world's only fully computerized facility of its kind. An elaborate array of audiovisual effects make the facility's star show amazing and memorable.

Entertainment

An evening on the town in Rochester offers any number of interesting possibilities from which to choose. Dining choices vary from traditional American steak dinners to continental fare and the ethnic flavors of many countries. Entertainment ranges from quiet clubs to exciting discos.

Outside Rochester

The area outside Rochester proper offers so many interesting places to visit that delegates and their families may want to include extra vacation time on their conference trips.

Niagara Falls is only 80 miles from Rochester. The world-famous

continued on following page



CIRCLE READER SERVICE CARD NO. 6

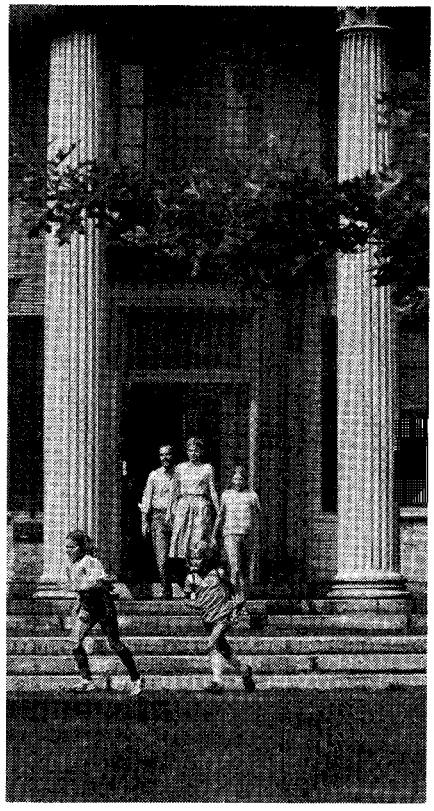


Photo pioneer George Eastman's home is in Rochester.



New York City offers vacation options to conference delegates. rm

Rochester continued

scenic wonder is accessible by car along Route 104 or by bus.

The **Corning Glass Center** in Corning, New York is only 85 miles from Rochester. Spouses at the NIRA Conference will tour the famous Steuben factory there and see glass blowers practicing their delicate art. Visitors from around the world have come to Corning to see the factory. NIRA delegates may want to take time to see the facility, too.

Genesee Country Village in Mumford, near Rochester, is like a trip into our nation's past. The fascinating 125-acre village is furnished with 40 carefully restored 19th Century structures. The Village is scheduled to open for visitors while the Conference is in progress.

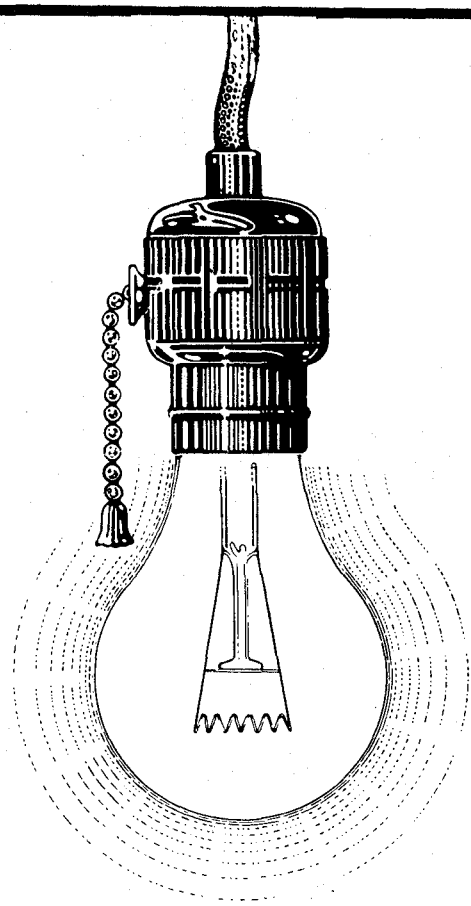
Spouses, once again, will be lucky enough to visit one of the **New York wineries** as part of their program. Delegates may want to take an extra day in the Rochester area to visit the Taylor Wine Company or any other of several wineries that open their facilities to the public.

And a little farther . . .

The Finger Lakes region of beautiful upstate New York awaits Conference delegates who plan a little extra time in the 1979 Conference area. Just a few miles to the north, the scenic beauty of Ontario, Canada awaits delegates who cross the border. Others may want to plan a trip to New York City and the endless variety of interests waiting there.

The 38th Annual NIRA Conference and Exhibit offers a full schedule of educational and cultural events in itself. But for those who can take some extra time to explore their surroundings, the Rochester area will offer additional delights to make the May 1979 event memorable.

SWITCH ON YOUR PROGRAM



with the bright ideas and new information you will gain at the largest and most comprehensive international meeting on employee recreation, fitness and services:

National Industrial Recreation Association 38th Annual Conference and Exhibit

Americana Rochester, downtown
Rochester, New York
May 17–22, 1979

Complete registration form on reverse page and return to:

NIRA • 20 N. Wacker Drive • Suite 2020 • Chicago, IL 60606
(312) 346-7575

Registration

The 38th Annual NIRA National Conference and Exhibit Americana of Rochester Rochester, New York May 17 — 22, 1979

Data

Your Name_____ Title_____

Common First Name_____

Firm Name_____

Business Address_____

City_____ State_____ Zip_____

Telephone_____ Number of Employees_____

Status: CIRA ☐ CIRL ☐ New NIRA Member ☐ (Since June 1, 1978)

Number of conferences attended_____ Estimated Time of Arrival_____

Names of others in your party for whom you will submit forms

_____
(for cross reference)

A separate form must be submitted for each person in your party. (Duplicate if necessary)

Registration Packages

(Fee includes group meals and social functions)

—IMPORTANT—
CIRCLE YOUR CATEGORY

	Prior to April 15, 1979	After April 15, 1979
Delegate of NIRA member Company	$130.00	$140.00
Non-member delegate attending Conference	$150.00	$155.00
Exhibitors	2 per booth (no charge)	
Extra Exhibitor participants	$ 85.00	$ 95.00
Associate Members, not exhibitors but attending Conference	$200.00	$210.00
Commercial attendees who are not exhibiting at Conference	$285.00	$295.00
All Spouses	$ 70.00	$ 80.00
Student Attendees	$ 65.00	$ 75.00
Children	$ 65.00	$ 75.00

Policies

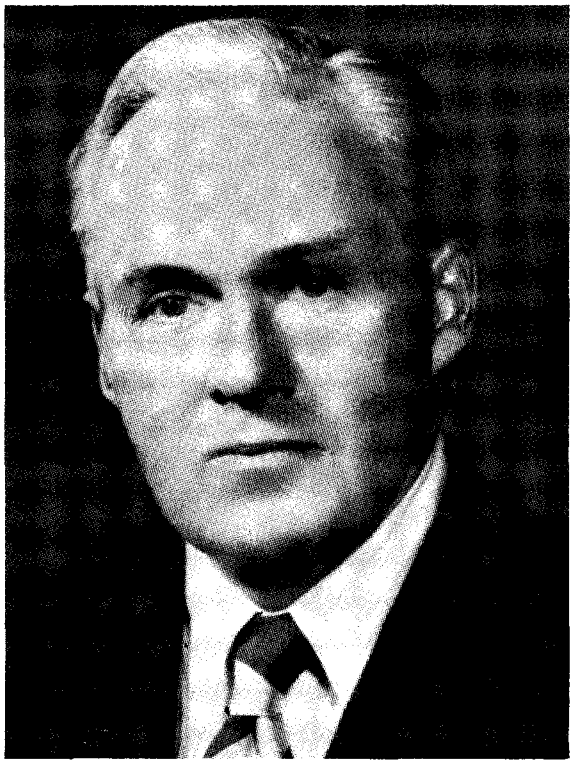
Include your check made payable to the National Industrial Recreation Association. No registration accepted without payment in advance. Registration can be accepted in Rochester at some inconvenience to you.

Mail registration and checks to: NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606.

Cancellation Policy . . . Full registration will be refunded if cancellation notice is received postmarked no later than May 2, 1979. After this date, full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1979.

The Chairman of Motorola supports industrial recreation

"INDUSTRIAL RECREATION BUILDS LEADERS AND BRINGS FAMILY, COMMUNITY AND COMPANY CLOSER TOGETHER"



Robert W. Galvin
Chairman of the Board
Motorola Incorporated

"Industrial recreation is an extremely important activity at Motorola. I have given it a great deal of personal attention and have participated in many of the programs. My participation has been good for me, as I am convinced it has been good for my associates.

"The basic objective of industrial recreation is to recognize people's needs as a social entity. This is a sound objective. Employee recreation has given opportunity for personal expression, individuality and recognition to the men and women in industry. This is an essential part of belonging to an industrial organization.

"Through recreation, employees become better acquainted. We all find that we have many interests in common with one another. We gain better understanding of each other. We break down and overcome the persistent barriers that God seems to have given us as obstacles to overcome. In the process, people have fun.

"Aside from personal development, recreation is also good for the corporation. Being known as a company with a varied recreation program helps in recruiting. Further, employee recreation is of great value to families and to the community. We hope that our recreation program helps bring family, community, and company closer together.

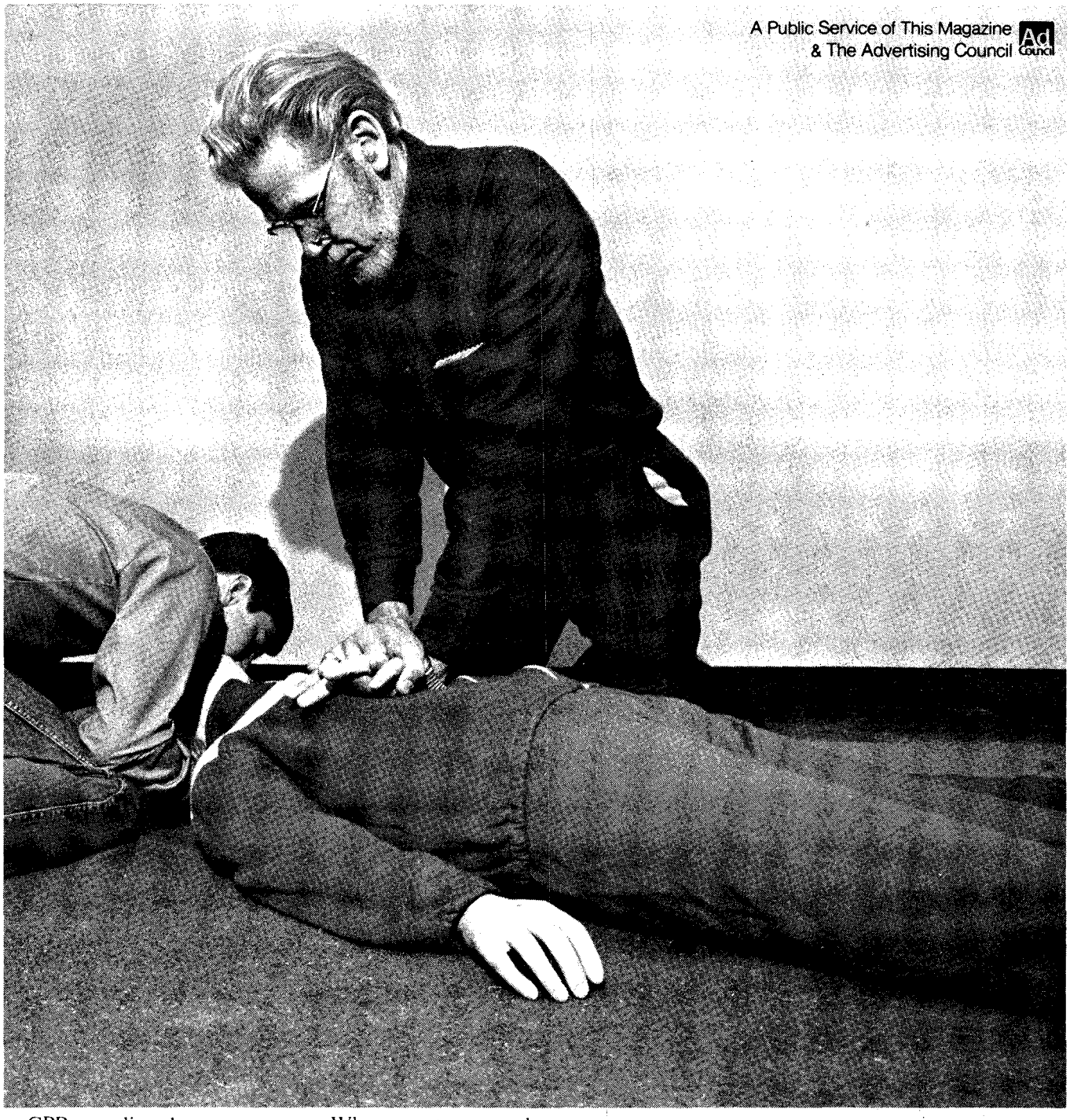
"New leaders are frequently discovered as the driving forces in company recreational pursuits. Altogether, Motorola's recreational activities are a natural, mutually enjoyable extension of wholesome, on-the-job relationships. Our program has long been one of the strong links in the communications chain among all of us. I feel confident this will continue with ever greater vitality and enthusiasm, in the years ahead."

From ***Top Management Speaks***

Check the publications order form card at the back of this issue

How CPR training helps business.

A Public Service of This Magazine
& The Advertising Council



CPR—cardiopulmonary resuscitation training is one of the valuable assets an employee can have.

If even one employee has this training, (which is available from Red Cross), every other co-worker benefits. Everybody can breathe easier knowing that in the event of a cardiac arrest, help is immediately available.

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It's easy to do. Call your Red Cross Chapter. . . they'll be glad to help you do it.

CPR training from Red Cross is one way you can help your company be ready. And a way you can help keep Red Cross ready, too.

Keep Red Cross ready.

MEET YOUR NIRA BOARD



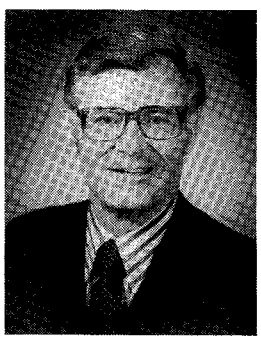
Elizabeth F. Burchard, CIRA is 1978–79 NIRA Secretary. She was appointed to the one-year term by President Dick Brown, CIRA last May.

Burchard is Personnel Staff Supervisor for Northwestern Bell Telephone Company in Omaha, Nebraska. She attended the University of Nebraska and the University of Omaha. As a member of the NIRA Board of Directors, she has served on many committees, most recently Special Personnel, Public Relations and CIRA/L. She is Editor of the quarterly CIRA/L newsletter "Informer" and has initiated the separate publication of a NIRA "Annual Report." She has also traveled extensively to promote NIRA and its goals.



Nelson Ellsworth is one of the most active Canadian members of NIRA. He began his two-year term as Director from Region VIII in May 1977. He has played a major role in bringing leaders of Canadian business and government together to further employee recreation. As Coordinator of Community Recreation for the Nova Scotia Department of Recreation, Ellsworth was Coordinator of 1976 and 1978 conferences at which Canadian government officials encouraged leaders of private business to develop leisure services for their workers.

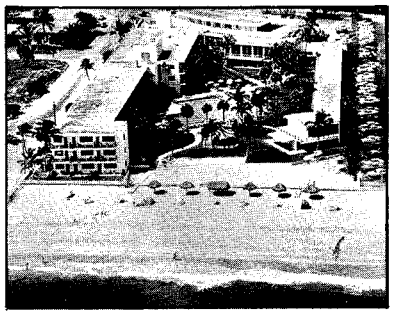
Ellsworth holds a bachelor's degree in Physical Education/ Recreation Administration. His varied government experience includes community planning and municipal recreation administration in both New Brunswick and Nova Scotia.



A.C. "Al" Ward was elected Vice President of Regional Management at the May 1977 Annual Meeting. He will serve until May 1979. Ward is Manager of Personnel Services for Owens-Corning Fiberglas Corp. in Toledo, Ohio. He has served NIRA in leadership roles since he joined the Association in 1972. He has been an active member of several committees: Research and Education, Public Relations, Tournaments and Services, and Nominations and Elections. He has also been very active in NIRA affairs at the local level. He was a charter member and the first President of the Toledo Industrial Recreation and Employee Services Council (TIRES) and was overall Coordinator for the Region II Conference and Exhibit in 1978. rm

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NIRA CALENDAR

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill—(312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Janet Harris—(614) 421-6940, ext. 2951.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5938.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid—(713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau—(313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme—(202) 554-6910.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Hiroko Mochida—(213) 855-5508.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Gloria V. Boyles—(212) 551-3201.

Northern California Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Jesse—(408) 446-7404.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

* * *

Region VII will hold its 29th annual Conference and Exhibit September 20-23, 1979 aboard the *Queen Mary*, Long Beach, California. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

38th Annual NIRA Conference and Exhibit will be held May 17-22, 1979 at the Americana Hotel, Rochester, NY. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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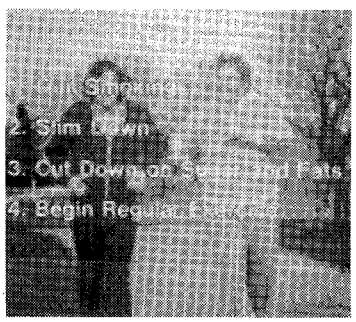
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SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

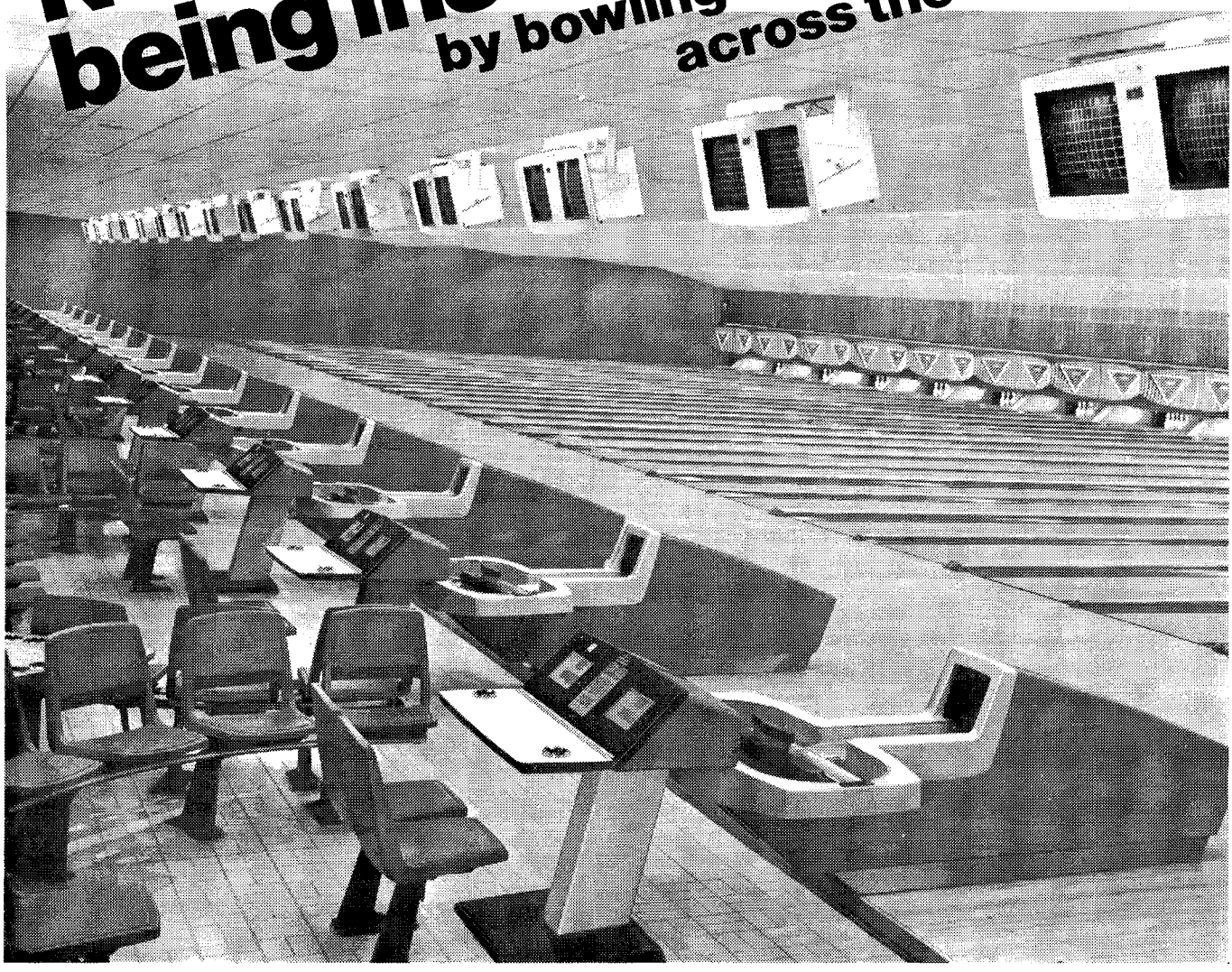
Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

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CIRCLE READER SERVICE CARD NO. 2

APRIL 1979

RECREATION MANAGEMENT

THE JOURNAL OF EMPLOYEE RECREATION, HEALTH AND EDUCATION

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EMPHASIS ON SERVICES

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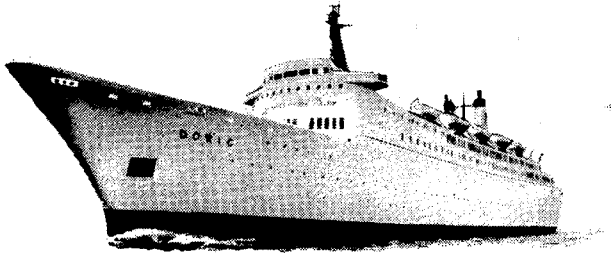
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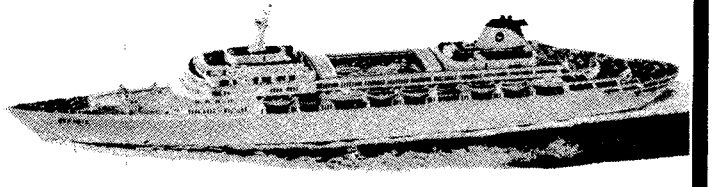


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CIRCLE READER SERVICE CARD NO. 1

Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

APRIL 1979 • VOLUME 22, NO. 3

RECREATION MANAGEMENT

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What is NIRA?

The National Industrial Recreation Association (NIRA) is a non-profit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Recreation Management* is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, return the reader service inquiry card in this issue.

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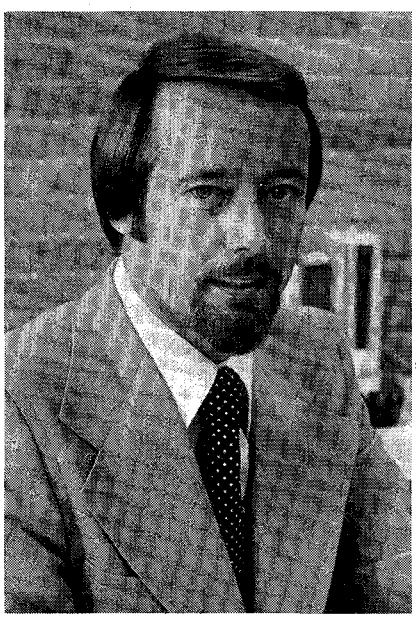
JAMES D. HESSMAN
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The NIRA President would like a word with you

about our role in leisure services



Richard M. Brown, CIRA
Texas Instruments, Inc.
1978-79 NIRA President

Public recreation is in trouble. The solution to its dilemma is the key to our future development.

The problem, of course, is lack of public funding. Citizens who have generously supported recreation programs and facilities with their tax dollars in the past have drawn the line. The huge federal spending for many social programs that was part of the "Great Society" of the Sixties just isn't there anymore. Federal recreation budgets have been frozen and the high inflation of recent years has eroded their buying power critically. Federal agencies can do little more than assist local governments to purchase recreational land.

Under Proposition 13 conditions, however, state and local governments are stymied, too. They still provide facilities in many cases, but they cannot afford to maintain them properly or sustain the staffs necessary to administer needed programs. Across the United States, public agencies have spent as much as the public will allow and have been forced to return to the original source of their strength and support—the private sector. Many state and local parks and recreation departments are turning to the outstanding human resource that has always been the backbone of *our* programs—volunteers.

Employee recreation programs are already reaching many of the people public agencies were created to serve. Employer-sponsored programs already have well-developed systems for recruiting, training and working with volunteers. Employers, given sufficient incentive, can expand their programs to close the gap in the leisure services delivery system.

Certainly, employers have already taken a leadership role in the fitness area. As the interest in physical fitness has boomed, it has been the private sector—through employee programs and private health clubs—that has developed the most efficient and comprehensive services available.

Some public recreation departments under budgetary constraints realized the potential of employer-sponsored leisure services long ago. Some of NIRA's members, in fact, hail from smaller communities with limited public resources where the benefits of public/private cooperation have been obvious for a generation or more. In these communities, public and private recreation departments cast aside their jealousies to develop programs that benefit the greatest number of citizens at the least possible cost. Larger communities are just beginning to realize the potential of such practical cooperation.

For continuing cooperation to work on any scale, there must be something in it for everyone. Employers can be good citizens; but they must be able to generate profits, first. Today, employers who sponsor recreation programs for their own employees find the investment to be in their own best interests. Government can and should insure that private enterprise finds significant benefits in serving the recreation needs of the plant community as well.

To reach the "heart" of private enterprise, incentives must be financial. First, non-profit tax exemption regulations affecting employee associations must be relaxed to allow greater participation by non-employees. Secondly, tax relief must be granted to employers who develop recreational facilities to be shared with their neighbors.

Employers have already learned that they can serve their own interests by meeting the recreation needs of their employees. Private enterprise has demonstrated, too, that it can deliver excellent recreation services efficiently when such efforts promote its primary purpose, the generation of profits. It should become increasingly evident to government that public/private cooperation is a practical solution to the gap in our leisure services delivery system. If the incentives are there, private enterprise will seize the opportunity.

Dick Brown

1979 NIRA Conference speakers

From the state of the Union to the future of the profession

Key 1979 NIRA Conference speakers will cover a new, wider range of employee program issues. Experts from the United States, Canada and Mexico will turn their different perspectives on fitness, health management, private/public recreation responsibilities and, new trends in the "recreation" professions.



Richard O. Keelor, Ph.D

RICHARD O. KEELOR, Ph.D.
Director of Program Development President's Council on Physical Fitness and Sports

"Physical Fitness—
State of the Union"

Thursday, May 17

The chief spokesman for the President's Council will give an overview of the general fitness level of U.S. citizens. Are our employee groups more fit than they were fifteen or twenty years ago, when the interest in fitness first became popular? What role does free enterprise play in improving the nation's fitness? What more could our programs do and how can the President's Council help? All of this and more is included in Keelor's session.

Keelor has been with the President's Council since August 1972. Immediately preceding his term with the Council, he was Director of Athletics and head football coach for Beverly Hills High School in Beverly Hills, California. He holds B.A. and M.A. degrees from California State University/Long Beach and a Ph.D. in Administration from the University of Southern California.

THE HON. DON CAMERON
Recreation Minister Province of Nova Scotia

"Industrial Recreation in Canada—
Its Philosophy"

Friday, May 18

Canadian government encourages employee recreation, fitness and services programs more actively and directly than does U.S. government. In Nova Scotia, the provincial government has been especially interested in relieving the public sector of recreation responsibilities by making it economical and practical for private enterprise to offer programs in the workplace.

Said Cameron recently, "For too long, people have considered recreation and fitness only leisure-time pursuits; but in recent years, we have come to realize that employees participating in these types of programs can not only upgrade their own mental and physical health, but also raise the productivity of the companies they work for, while at the same time, improve the economic condition of their country."

ENRIQUE FLORES MORA
Recreation Manager Dinamica, S.A.

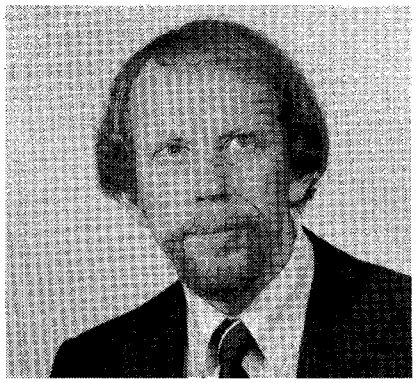
and

ENRIQUE MALDONADO
Director of Fringe Benefits and Social Services Accion Social Regiomontana, A.C.

"Industrial Recreation in Mexico—
Its Philosophy"

Monday, May 21

A term often used in Mexico to describe employee programs translates into English as "social welfare." Many large Mexican companies provide employee programs that surpass the off-hours events, activities and services familiar to other North American programs. They may include employee housing, schools, child care services, generous and long-term scholarships for employee's children, and more. Two employee program managers from the industrial city of Monterrey provide an insider's view of a different approach to employee programs.

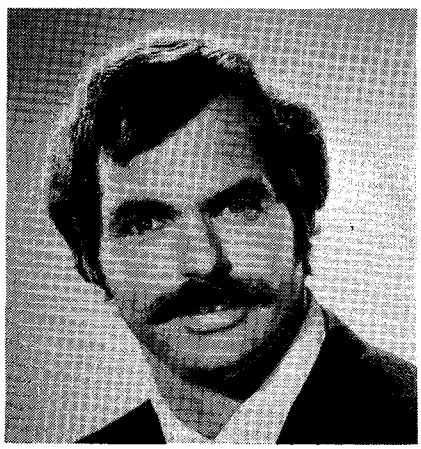


Donald D. Johnson, M.D.

DONALD D. JOHNSON, M.D.
Associate Medical Director
Sentry Insurance

"Sentry's Approach to Wellness"
Saturday, May 19

Dr. Johnson will explain, from a physician's point of view, how an employer can help employees maintain or regain their good health. He will discuss how an insurance company cuts its losses as an employer and improves employee welfare with encouragement, expert advice, and assistance.



James Post

JAMES POST
Manager of Executive Fitness
Xerox Corp.

"Xerox Health Management Program"
Sunday, May 20

Xerox Corporation has launched a physical fitness program designed to help employees cope with stress and maintain optimum health. Called the Xerox Health Management Program, it is a preventive/maintenance approach to fitness through regular aerobic exercise and a common-sense way of living.

"It does not offer any new exercises, gimmicks, mail-order gadgets or short-cuts to fitness and health," said Post recently. The program outlines all the proven steps toward physical fitness in a package that an employee can follow on his own. Post will describe the development and implementation of the program.



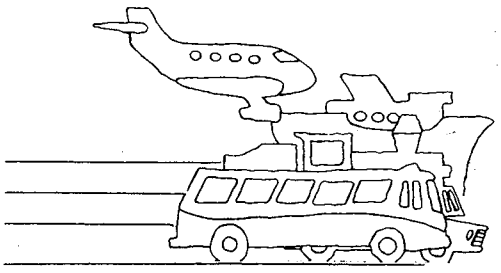
Jules Frank, Ph.D.

JULES FRANK, Ph.D.
Vice President,
Organization Development
Flick-Reedy Corporation

"Re-Creation Counseling—
The Coming Profession"
Monday, May 21

Recreation has long been acknowledged as "the pause that refreshes." Dr. Frank will describe how skilled counseling from professionals in recreation, fitness and services can help employees live healthier, happier and, thus, more productive lives.

Frank's specialty is transactional analysis, the perspective on human behavior that distinguishes between "child," "adult," and "parent" components of an individual's personality. In articles, lectures, and consultation with major corporations, Frank has applied the principles of transactional analysis to the interactions of employees in the work setting. rm



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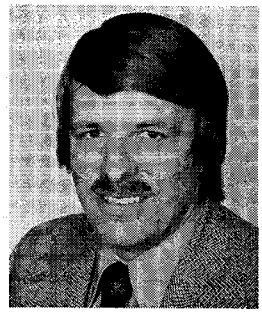
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CIRCLE READER SERVICE CARD NO. 4

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TOURNAMENT NEWS



by Stephen D. Waltz, CIRA
Cummins Engine Company
NIRA Vice President,
Tournaments & Services

Several Tournament activities are now in progress or ready to begin once again. Organizational efforts are being completed on three events: the Fishing Contest, Postal Golf competition, and Trapshooting competition.

Bowling Tournament

Bowling Tournament activity is still in progress. Entry forms were sent to each organizational director with the December/January issue of *Recreation Management*. Tournament entries will be accepted through the end of April. We expect to have Tournament results from Coordinator **Jack Rinaldo, CIRL,** (Atwood Vacuum), by June 1.

Fishing Contest

Gene Miller, CIRA, (Michigan Bell) indicates that he has reviewed contest entry information and is preparing to mail the 1979 entry brochure. Contest information should be available to directors in May. The 1979 contest will be open from May through December 1979.

Postal Golf Competition

Entry forms for this year's Postal Golf competition are in the mail. *Golf Digest* Magazine will co-sponsor the competition once again, as it did in 1978.

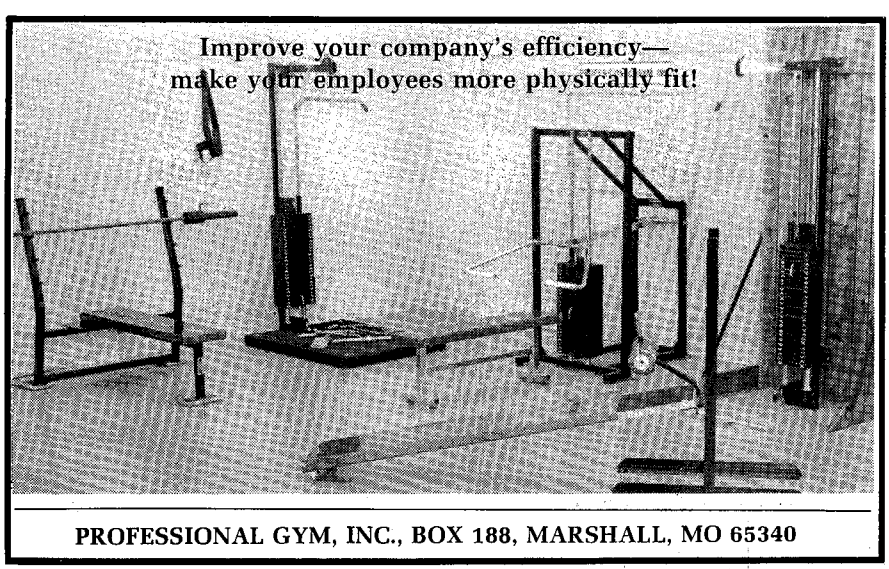
Tournament play will be nine-hole, with handicap and class structures. The tournament will be conducted from May through September.

Trapshooting Competition

This year's Trapshooting competition will be held in June. Regional competition will be held June 9 and National competition on June 10. Competition rules will be similar to last year's. Winchester AA ammunition will be awarded to each regional winner and runner-up on a 60%–40% basis, the size of award dependent upon total regional entries. The first and second place teams in each region will be eligible for the national event on June 10.

Individual High Overall Awards, of Winchester 1300 XTR trap shotguns, will be given in each region, provided a minimum of five (5) teams are registered in that region. National winning teams will receive five (5) Winchester Model 12 pump trap shotguns, as well as Winchester silver belt buckles for all winning team members. National runners-up will receive five (5) Winchester Super X trap shotguns. The National High Overall Award winner (regional and national events, 200 targets) will get one (1) Winchester pigeon grade over and under trap shotgun.

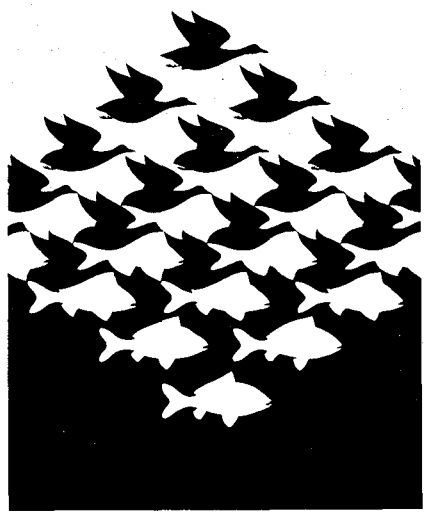
Winchester Franchise Operations is co-sponsoring this year's competition. Improvements have been made as a result of the 1978 competition, and we anticipate excellent shooting in 1979. rm



CIRCLE READER SERVICE CARD NO. 3

A new NIRA Vice President, Tournaments & Services will be elected at the May Conference and will assume "Tournament News" with the July issue of *Recreation Management*

National Hunting & Fishing Day



NHF DAY

We've got a good thing growing.

Hunters and fishermen, we've got a good thing growing.

From the beginning, National Hunting and Fishing Day has enjoyed outstanding support from the nation's sportsmen and conservationists, growing steadily in its scope and impact. From those first "Open Houses" at local gun clubs to professionally organized shopping center programs and recently expanded school activities, NHF Day has kept pace with the important job it has to do.

Today, it is more important than ever that the nation's sportsmen have a nationally recognized platform from which to spread the word on the outdoorsman's leading role in conservation. NHF Day provides that platform.

Many Americans will participate in NHF Day on September 22, 1979. Exactly how many depends on you. NHF Day is a grassroots effort. You make the difference.

Throughout the growth of NHF Day, we have developed a wide variety of materials to assist clubs and individuals in observing the Day. This year we've prepared the best materials ever. Like NHF Day itself, each has proven its effectiveness over the past eight years.

For the individual sportsman, our "One-on-One" kit includes factual booklets, posters and bumper stickers which you can use to spread the word to your non-hunting friends. Or you can send them to school with your youngsters.

To help clubs improve their NHF Day activities or organize a program for the first time, there is a wealth of information in the updated Organizational Packet. It includes more than 50 different fact sheets, posters, sample ads, news releases, radio announcements, bumper stickers and many pages of proven ideas and suggestions.

Order your easy-to-use materials today. Help us keep a good thing growing.

National Hunting & Fishing Day®
September 22, 1979

TO: NATIONAL HUNTING AND FISHING DAY.
1075 Post Road
Riverside, Conn. 06878

☐ I'm willing to do my part; please rush _____ "One-on-One" kits @ $2.00.

☐ I represent a club; please rush _____ "Complete Organizational Packets" @ $5.00.

Please send _____ copies of the official NHF Day Poster (above) @ $1.00.

Enclosed is a check or money order for $_____.

Name: _____

Organization: _____

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Scouting clears new trails for employee and public relations

Scouting. It is as wholesome as a family cookout and as traditional as Norman Rockwell. It offers innocent fun for the Scouts and rewarding service for their leaders. It can also add a fine glow to a sponsoring organization's corporate image, in the plant and in the community. Sponsoring corporations recognize the value of Scouting in terms of corporate social responsibility. Nearly all the top Fortune 500 companies are chartered to operate Scouting units as a part of their community service programs. Goodyear Tire & Rubber Company in Akron, Ohio sees Scouting as having some additional benefits in the area of employee recreation, because of the wide range of family-oriented activities it includes.

Bernie Watts, director of recreation at Goodyear, is sure about the positive effect that Scouting has on his recreation program. Watts is also Goodyear's Scout coordinator and believes that the youth program is important to his department's overall program.

"Scouting and worthwhile recreation are synonymous," says Watts.

Corporate involvement

Scouting has always been important to Goodyear. In 1913, the firm's late board chairman, Paul W. Litchfield, organized four Scout units at the company's Akron facility, and later organized the nation's first Air Scout troop. Today, Goodyear is one of the major corporate chartered sponsors with over 1,600 Scouts headquartered at plants, worldwide. There are over 750 Cub Scouts, Boy Scouts and Explorers in the Akron area alone.

Coordinating a Scout program of this magnitude requires many volunteers. Watts is assisted by a highly dedicated staff of nearly 200 Scout leaders and commissioners. Most employees are well aware of the program by word of mouth, from fellow employees, or from their own children who participate in Scouting.

"There's really no shortage of employees ready and willing to volunteer," says Watts. In fact, nearly 50 percent of Goodyear's Scouting leaders are former Scouts themselves. The generations of Scouting at Goodyear have evolved a strong tradition at the company. Adds Watts, "Many Goodyear Scouts became Goodyear employees and in turn are now seeing their own children participate in the Scouting program."

Watts finds that volunteers enjoy their community service involvement and gain great satisfaction in helping to shape young lives, especially when volunteers are involved with their own children. This sense of fulfillment is a form of recreation in itself, beyond the fun of enjoying Goodyear's Scouting activities and facilities.

In terms of facilities, Goodyear's commitment is impressive. Two specially built Tudor style lodges are the headquarters for Scouting activities and weekly meetings. Goodyear's 500-acre Wingfoot Lake Park outside of Akron provides ample woodland for fishing, canoeing, hiking and other Scouting activities. There is also a Scout bus for transportation and a trailer capable of stowing eight canoes for Scouts on weekend or week-long camping excursions.

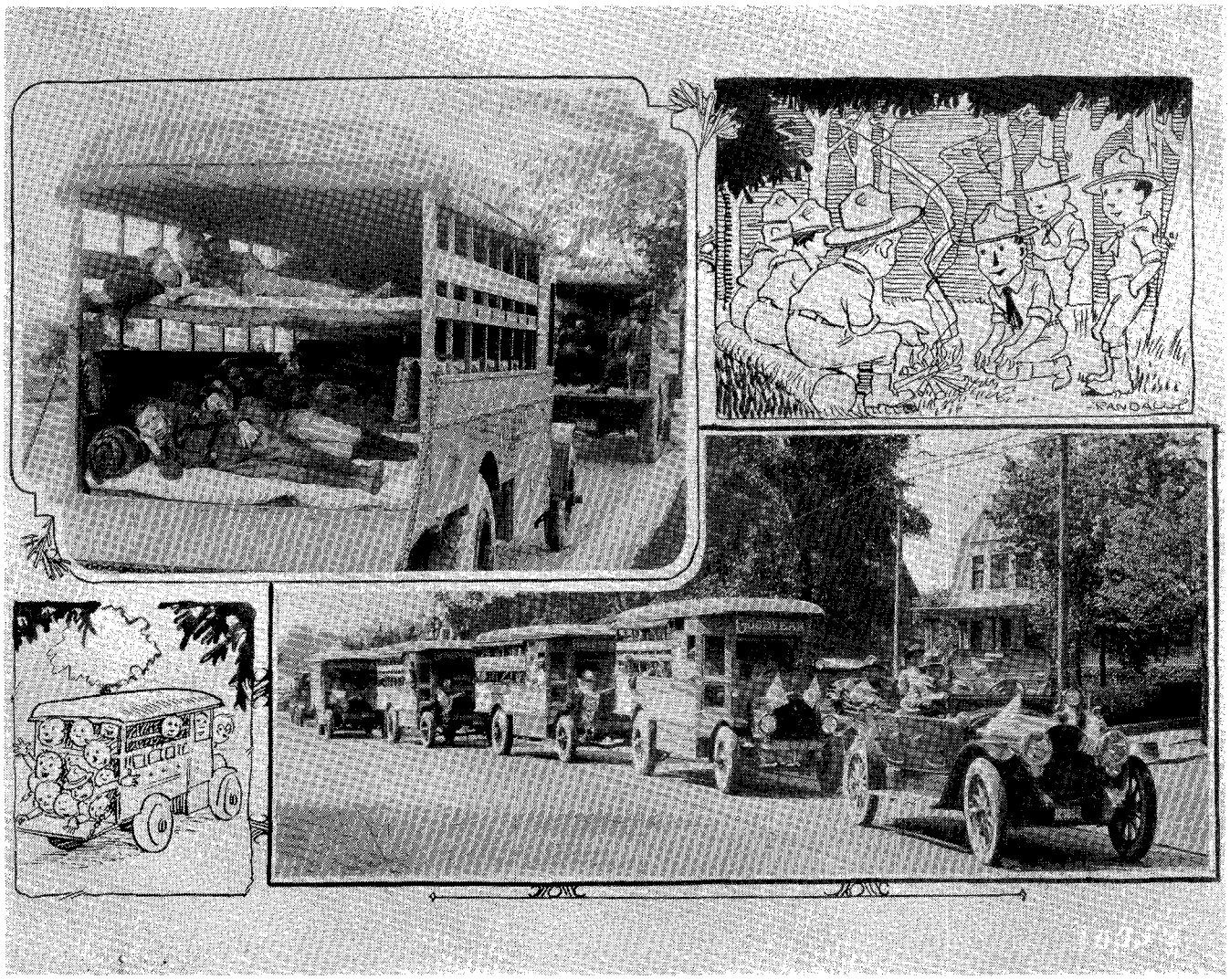
Each Scout is responsible for his own equipment, which is bought from the Boy Scouts of America Supply Division. Although the equipment requires little care, Watts is particular about the way Scouts handle and maintain it. "Preparedness, after all, is an important part of good Scouting," he notes.

Family recreation

"The great success behind the Scouting Program," says Watts, "is the unique opportunities for Scouts, Scouting leaders and their families to have fun together while participating."

Foremost in his mind are family activities associated with Scouting. Many of the Scouts are the children of Goodyear employees. However, membership is also open to non-employees' children and many functions evolve into family affairs involving people from throughout the Akron community.

Parents regularly hold covered-dish dinners after meetings at the Scout lodges. Many Scout trips to Wingfoot Lake Park are coordinated with family outings for employees. Entire families participate in special snow ski



On the way . . . Goodyear Scouts embank on a 1919 camping trip from Akron. Today, many Scout outings involve entire families for such events as ski weekends.

events held for Scouts during winter months.

"In fact over 25 percent of all Scouting events are family affairs," says Watts. He recognizes that Scouting is unique in its ability to integrate employee recreation with family participation and community service, and adds, "This contributes to the ultimate objective of the Goodyear Recreation Program: 'Something for everyone.' "

Service awards

Of course, an integral part of high employee morale in the program is recognition and reward for community service through local Scout headquarters. Each month, Watts presides over a dinner meeting of Scouting leaders, commissioners and local Scout executives. Problems as well as accomplishments are discussed, and ideas are exchanged freely.

Outstanding leadership is always encouraged and recognized by the Litchfield Award. Named for the founding father of Scouting at Goodyear, it is the highest honor accorded Scouting leaders. The award represents excellence, honor, and integrity in community service.

"The award is not taken lightly," says Watts. "It is seldom bestowed on leaders with less than 20 years of Scouting service."

The Litchfield name also has significance for exceptional Scouts. A Litchfield Competition is held each year for Goodyear Scouts in Akron. Four judges conduct the competition and select a Litchfield medal winner, plus unit winners from among Scouts who excel in special merit competitions. The medal winner and unit winners, along with selected adult leaders, are guests at Camp Pinto in North Bay, Ontario, Canada. Camp Pinto is a company owned camp where the winners enjoy a week of unlimited fishing, canoeing, swimming, hiking and other events. Rivaling these activities is the excellent food prepared by a French Canadian chef.

The Great Trail Council, of which Goodyear's home Towpath Boy Scout District is a part, considers the Goodyear effort a model for community involvement

continued on following page

According to a recent RM reader survey . . .

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You read the ads in RECREATION MANAGEMENT not merely because they are attractive, but because they have something to say to you—in word and picture—that is extremely important to you.

The ads are news.

They bring you information about products and services which dependable business firms make available to your program—and which your program needs.

More than that, our advertisers believe that RECREATION MANAGEMENT is an effective selling tool to reach you.

So, when you communicate with them, take a moment to let them know that you appreciate their support of, and participation in, NIRA—and that you read their advertisement in RECREATION MANAGEMENT.

RICHARD M. BROWN, CIRA

President
National Industrial
Recreation Association

with Scouting. Peter N. Barbernitz, Council Executive, comments: "Goodyear was one of the first, and has been one of the greatest, corporate sponsors of Scouting. The company has contributed substantially in leading our Scouts to worthwhile and responsible adult citizenship."

Leadership training

The benefits that accompany Scouting sponsorship do not end with recreation. Watts points out that Goodyear's reputation as a company with a varied recreation program helps in recruiting.

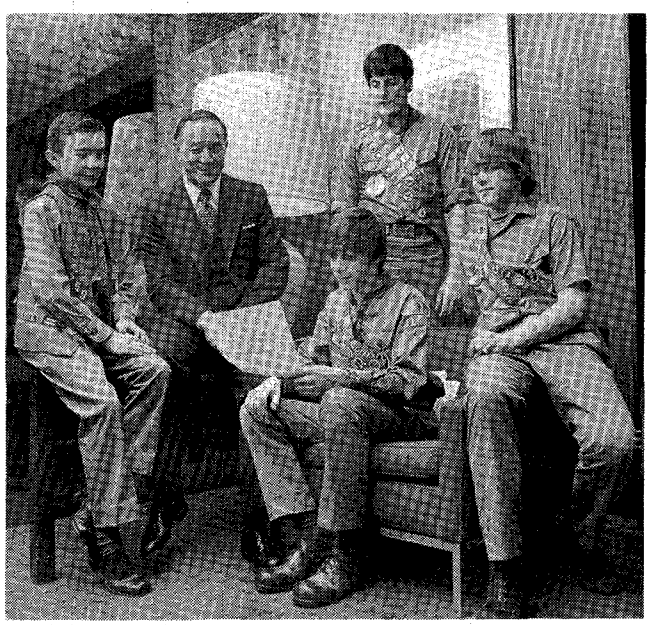
"Some of our employees first had contact with us when they were Scouts themselves," says Watts, "and they are still with us."

Watts also notes that a number of the younger employees now moving into positions of responsibility are those who came up through Scouting or the recreation program. They are also proving to be active and interested citizens in the communities in which they live.

"New leaders are frequently discovered as the driving forces in company recreation activities," says Watts.

Watts feels strongly about corporate chartered programs for Scouts, especially the family recreational spin-offs from the program, and is "ready to recommend chartering Scout programs to any business concern with a strong sense of community involvement."

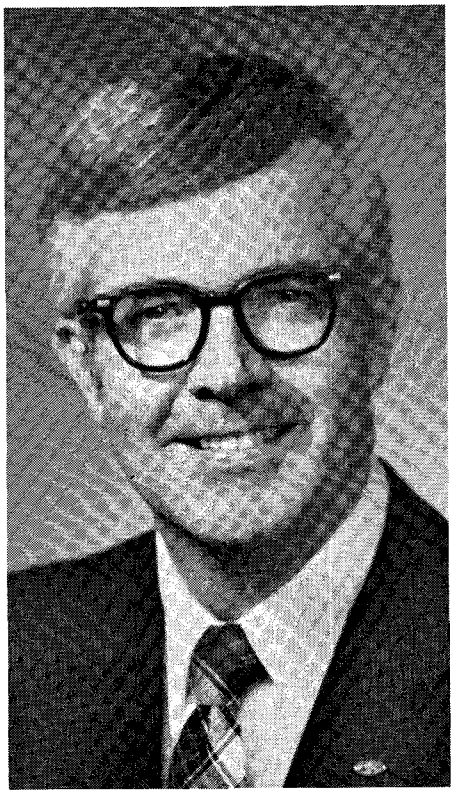
Scouting at Goodyear is part of a diversified program of recreational activities for employees and members of their families, which Watts says "is the fiber which helps join our people at Goodyear into a well-knit, friendly, cooperative team—on and off the job."



Goodyear Chairman Charles J. Pilliod, Jr. congratulates a new group of Eagle Scouts in his Akron office. Goodyear is the Akron area's largest sponsor of Scouting groups. rm

The President of McDonnell-Douglas supports employee recreation

WE'RE GOING TO CONTINUE OUR EFFORTS TO INSURE THAT OUR PERSONNEL HAVE THE BEST OPPORTUNITIES TO MAKE GOOD USE OF THEIR LEISURE



Sanford N. McDonnell
President and Chief Executive Officer
McDonnell-Douglas Corporation

"Employers have been hearing a good deal recently about how they can make jobs more varied and interesting for their personnel. Perhaps some improvements can be made to make our jobs more fulfilling and thereby enrich our lives, but there are limits to this approach.

"A much more unlimited area for improvement lies in our leisure hours. With holidays and vacation time, employees now average only about 20 per cent of each year on the job. How they spend that other 80 per cent of their time is obviously of vital importance to their happiness and self-esteem.

"The 17th century poet George Herbert told us: "He hath no leisure who useth it not." Doubtless a reincarnated Herbert would maintain that the worker who spends most of his weekend sprawled in front of his television set has wasted his leisure time. That's a position which can be argued. However, the Monday morning blahs are probably much more likely to strike the workers who did nothing in particular on the weekend than those who went golfing, sailing, camping, fishing, skiing, or model airplane flying.

"The latter have changed their environments and attitudes on their own time. The former, having failed to use their leisure time to 'get out of the rut,' may return to the job feeling deeply mired.

"That's one of the reasons why our company sponsors literally hundreds of teams, clubs and special interest groups among its personnel. In this way, our people who would like to try a new activity, hobby or sport can find ready-made groups that are anxious to welcome them into membership and to teach them the ropes.

"We're going to continue our efforts to insure that our personnel have the best opportunities to make good use of their leisure."

From ***Top Management Speaks***

Check the publications order form card at the back of this issue

NOVA's recreation challenges stress

by Enrique Flores M.

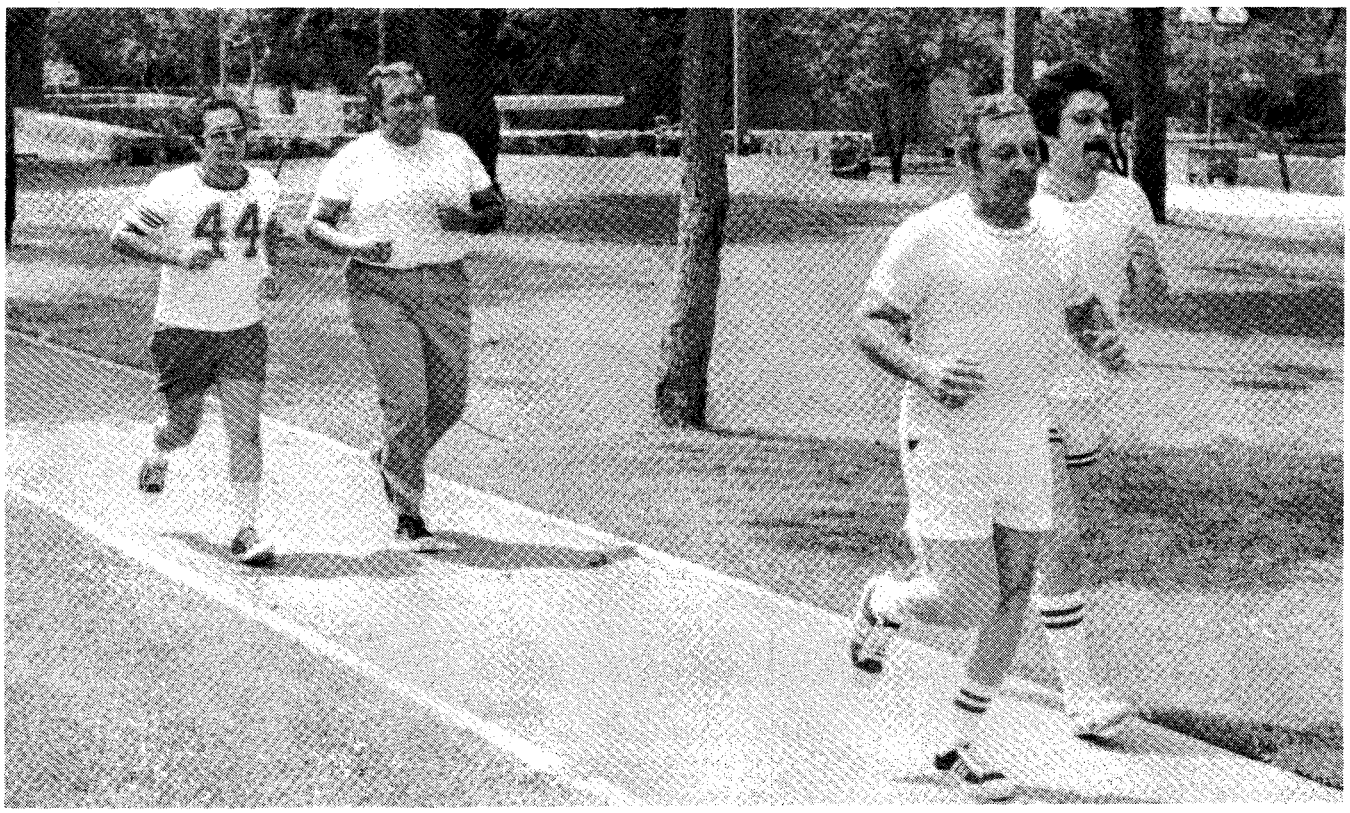
After a busy day at the office or a hard day's work on the production line, it is always pleasing to have some special place to refresh one's mind and body before the next day's task. At NOVA de Monterrey, A.C., such a facility enables the employee and his family to relax their tensions by engaging in their favorite sport or hobby or by enjoying musical entertainment or drama.

Some of the goals NOVA de Monterrey, A.C., has set for its recreation program are to encourage the development of man in all his complexities, to bring families together to enjoy their favorite pastimes, and to encourage them to use their leisure time to improve their physical, intellectual and cultural well-being.

NOVA de Monterrey, A.C. is an association dedicated entirely to recreation. It was created by the ALFA Industrial Group in Monterrey, state of Nuevo Leon, Mexico. The Association takes great pride in the 36,000 active members who participate in its cultural and sports programs.

One will often see an entire family at NOVA's facilities, each member taking part in some event: a boy at the soccer field, his father jogging on the track, and his mother in the cast of a play that's being rehearsed in the theatre. NOVA's facilities have been expertly designed to provide an ample opportunity to practice a wide range of sports and hobbies, as well as to participate in music, ballet and drama events.

A particularly outstanding program developed at NOVA was designed to improve the fitness of ALFA executives. It has since been expanded to benefit employees at all



A carefully monitored fitness regimen is part of NOVA's recreation program.

levels and their families.

Characteristic of all executive positions is great mental stress, pressure that must have some kind of an escape valve. NOVA, fully aware that a great many of its members are under daily stress situations, saw the need to plan carefully a physical fitness program, under the supervision of the Recreation Management staff.

This program was based on the latest research and discoveries in physical fitness, including a systematic advancing method. The first step taken was outlining the principle goals of the program:

I. To increase cardiovascular and lung efficiency
II. To obtain greater muscle flexibility
III. To reach a normal morphological balance

With these objectives set, the program got under way. It began with a series of physical aptitude tests to measure resistance, flexibility and endurance. Each participant was placed in a fitness category according to the test results. The categories were beginner, intermediate and advanced. A medical examination prior to the tests was required, and after a period of four months, the tests were scheduled to be taken again for comparison with initial results.

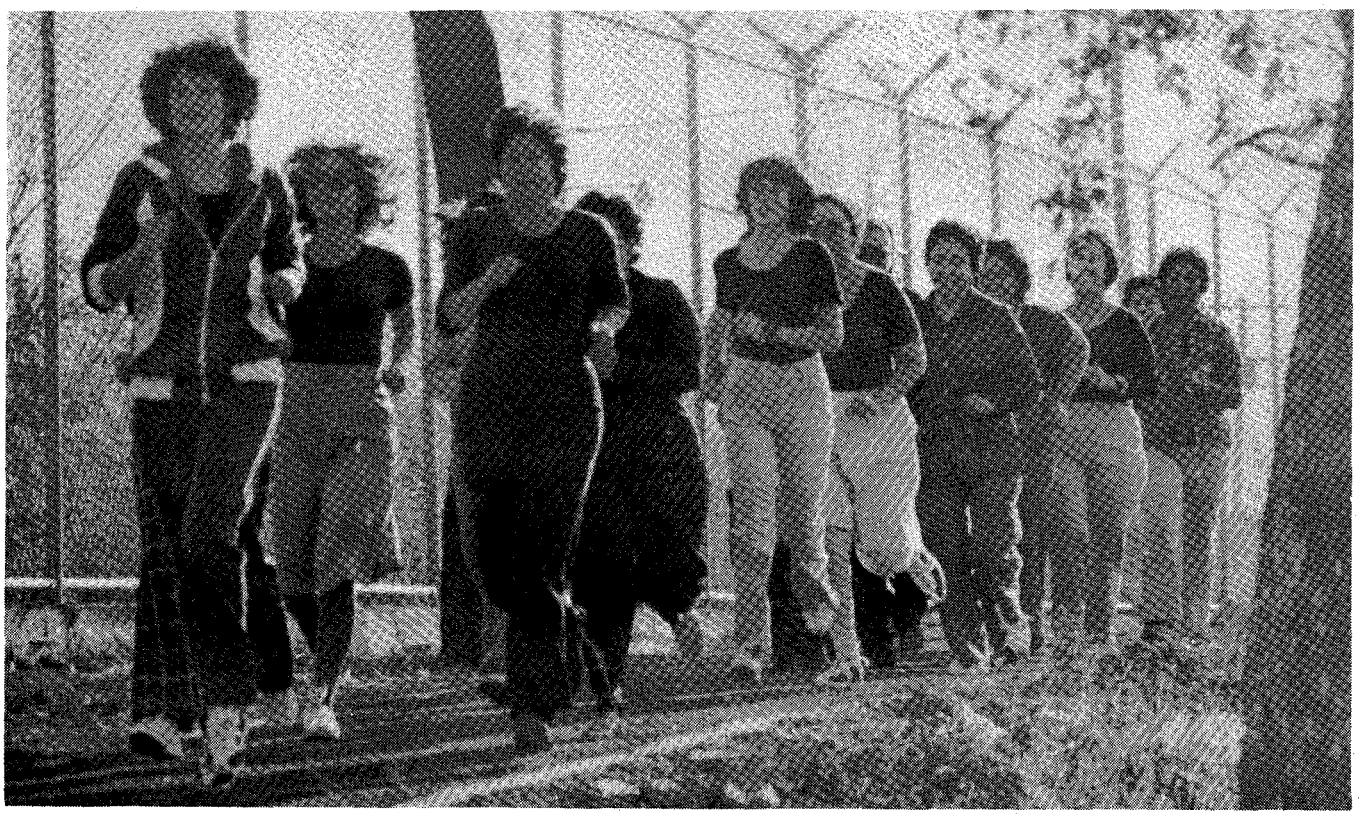
To insure the effectiveness of the program before making it available to the members, a pilot program was established. It was composed of a group of enthused executives of ages ranging from 30 to 50 years. Their interest was broadened by a conference on physical fitness which presented the program's objectives and benefits, with a film on actual experiences. The group responded with an eagerness to start.

The aptitude tests were taken and the program began with the establishment of an individual and detailed record of each participant. Sessions were held three days a week and, after a period of four months, the tests were taken again. The results were stupendous. A dramatic improvement over initial fitness scores was recorded: lower pulse rates, less weight, reduced body measurements and increased flexibility. This pilot group has greatly contributed to winning greater participation in the physical fitness program in NOVA.

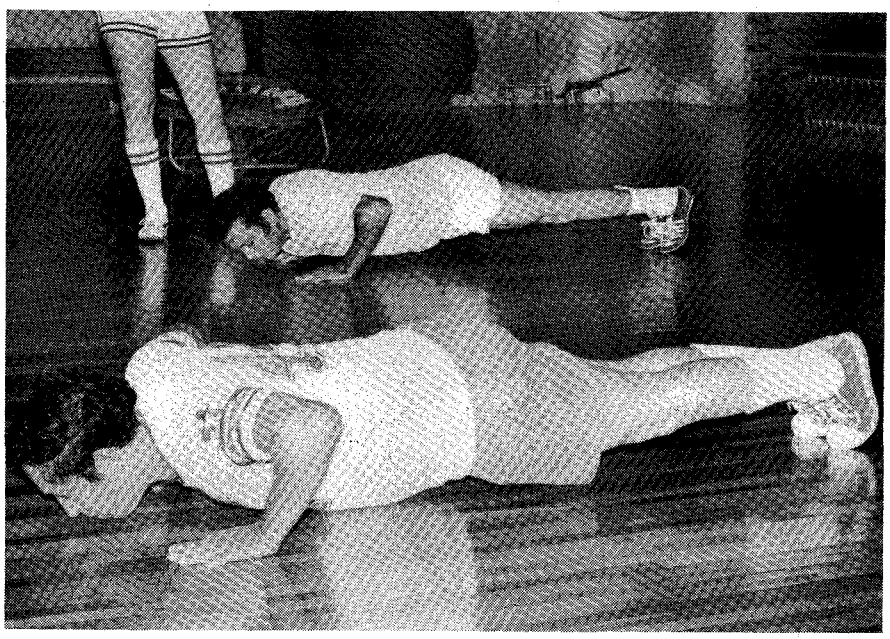
From that day forward, NOVA had actual proof the program was a success, and a campaign was begun to invite all NOVA members to participate. Physical fitness material was printed and lectures were given to all division and department heads within ALFA industries. Dates were set for aptitude tests and the program was on its way. Information on physical fitness is published in NOVA's weekly magazine and posters are always renewed to invite and attract new members.

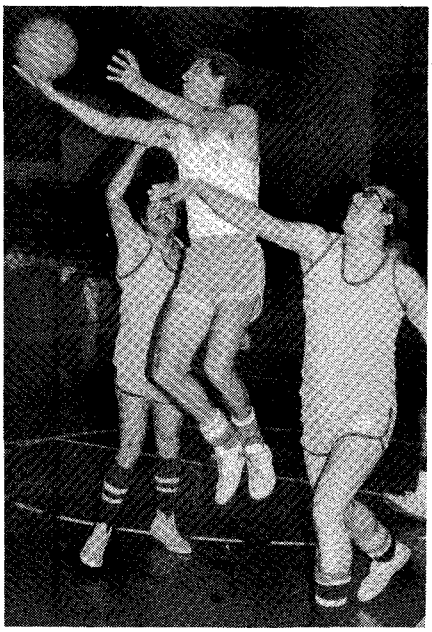
It has been eight months since the initiation of the program, and 1,200 members are active participants, not including those who are involved in

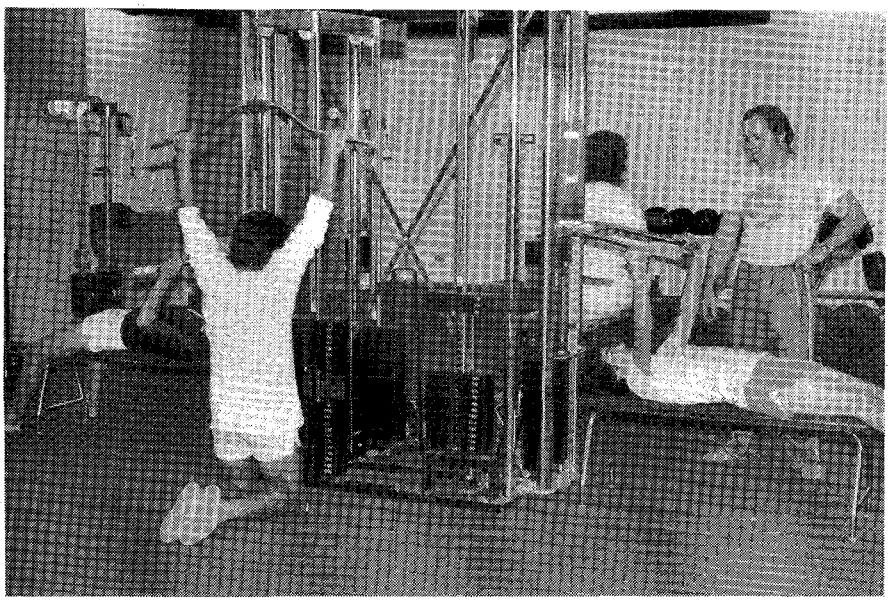
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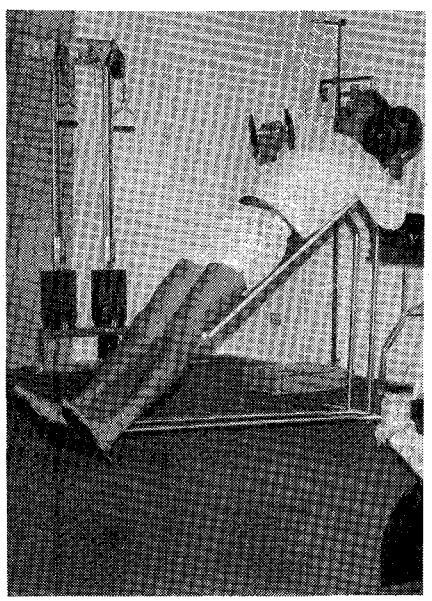


A new fitness program has been designed for women.









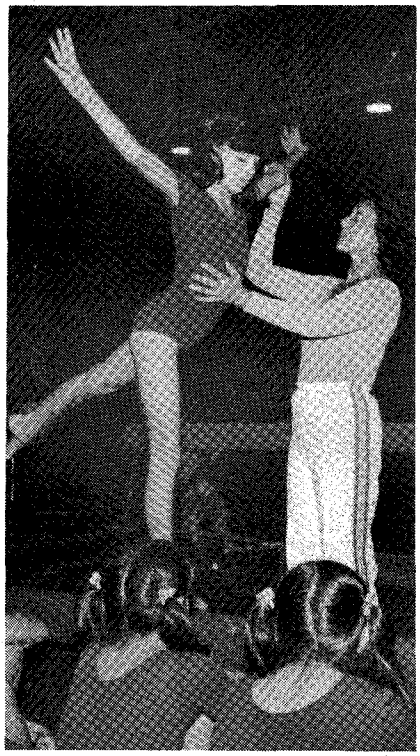
other sports and physical activities. Initially, the program was planned for male members, but female participants are inquiring about it and a similar program is being prepared for them. NOVA proudly serves participants who range from blue-collar workers to top executives and its services are free of charge.

NOVA's facilities were designed by the renowned architect **Pedro Ramirez Vazquez,** who designed all the Olympic facilities for the 1968 Olympic Games in Mexico City. NOVA's 16-acre grounds include:

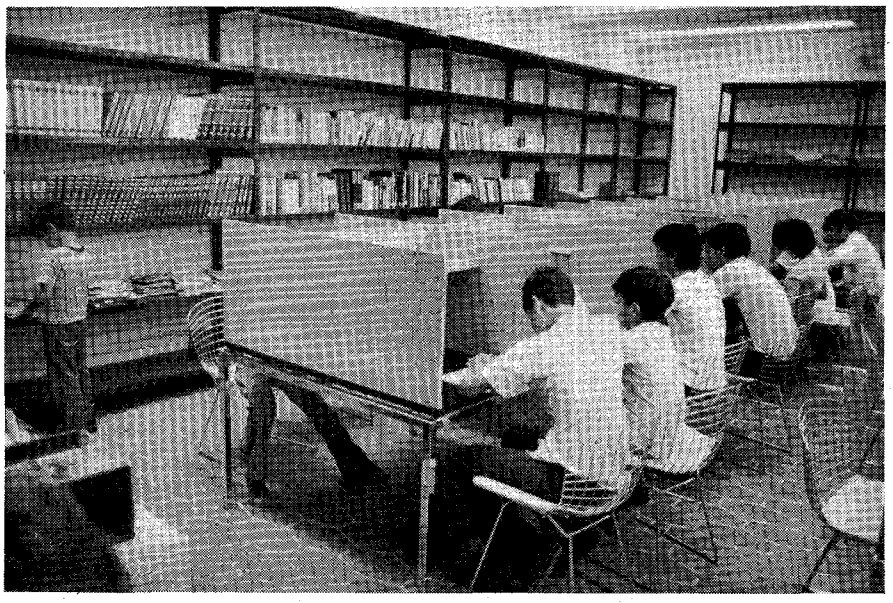
- A 12,800 sq. ft. gymnasium, accommodation 1,000 persons
- Three swimming pools
- Eight tennis courts, equipped for evening games
- Two weight-lifting gyms
- A softball stadium, equipped for evening games
- A 1.4-mile jogging trail
- Four outdoor volleyball and basketball courts
- Five soccer and baseball fields
- A karate and judo room
- Dressing rooms equipped with 1,600 lockers, steambath, showers, etc.

Separate facilities for women include:

- A gym equipped with exercise apparatus
- A steambath
- Showers, lockers, etc.







NOVA's facilities were designed by renowned architect Pedro Ramirez Vasquez, who designed all the Olympic facilities for the 1968 Games in Mexico city. The programs they support are developed for the entire family.

PAGE 16: The physical fitness regimen is complemented by a full schedule of sports activities.

PAGE 17: Family programs include instruction and sports for the children of employees as well as a library and study hall.

Other facilities not in the sports area are a recreation building which includes:

- Five rehearsal rooms for music and ballet
- A library and study hall for young members
- A cafeteria for 300 persons
- A game room
- A conference room that accommodates 150 persons
- A ballroom for 300 persons
- Six "plazas" for barbecues and picnics
- A theatre, seating 1,100 persons

Professionally trained staff people in physical fitness have been assigned the full-time task of giving assistance and guidance to members.

To maintain the good health and morale of the male and female participants in the physical fitness program, groups have been formed for runners in several different categories. Each group has specific goals to reach and awards are given to those who accomplish them.

Stress, the result of strenuous mental or physical activities, has been challenged in NOVA.

Enrique Flores Mora is Recreation Manager for Dinamica, S.A. He holds a degree in metalurgical engineering from Politec Institute of Mexico City. He is a NIRA Junior Director from International Region IX. rm

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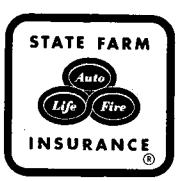














































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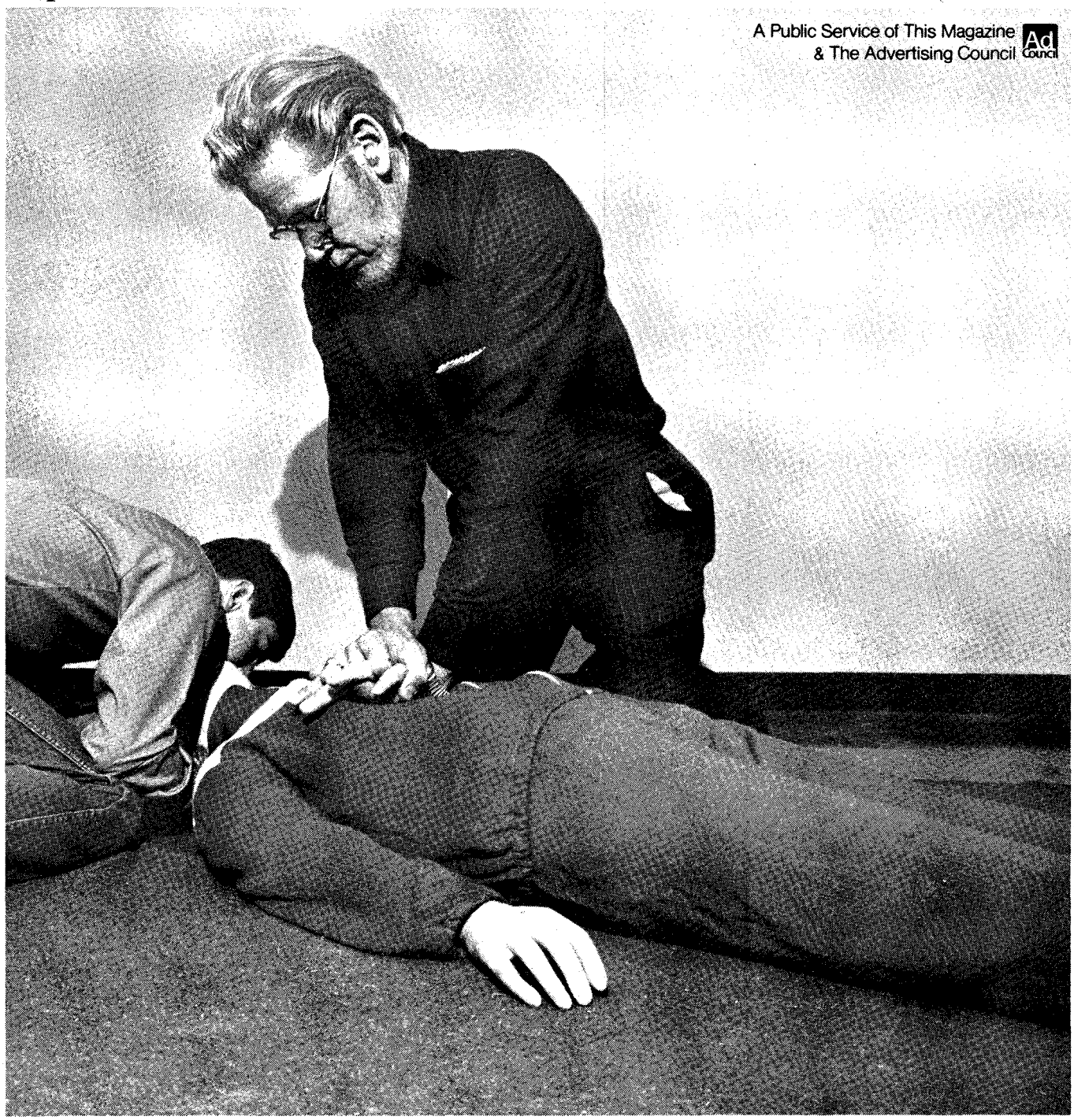


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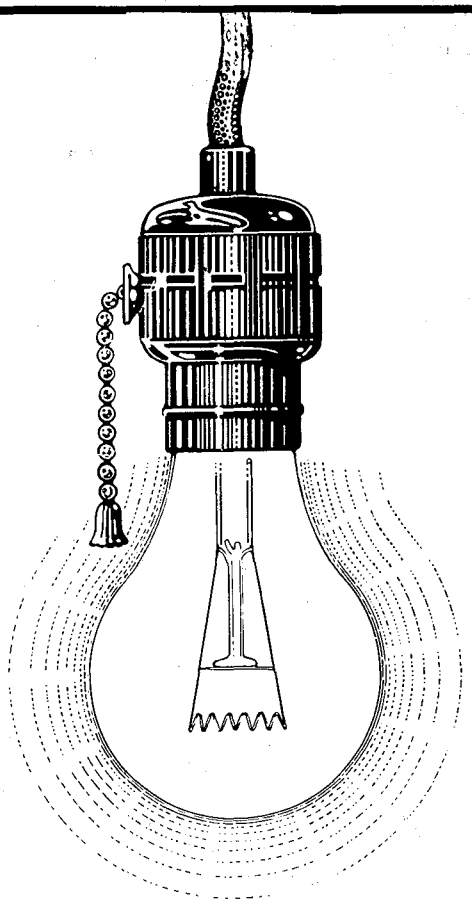
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From an educational session
1978 NIRA Conference and Exhibit

Practical questions for a pre-retirement counseling program

by Brooks Vinson, CIRL
Administrative Specialist
Jet Propulsion Laboratory

Two years ago, RM described the organization of a pre-retirement counseling program ("Pre-retirement counseling at Rockwell International, James Patton, April 1977, p. 12). Since then, with the relaxing of mandatory retirement and increased pressure for upward mobility among various groups within the labor force, even more employee services administrators have become involved in pre-retirement programs. The author outlines the major topics covered in the program for Jet Propulsion Laboratory employees in Pasadena, California. Special emphasis here is on the lifestyle changes for which recreation and services professionals can help prepare employees who are approaching retirement.

In 1979, the federal minimum age for mandatory retirement moves up to 70. Many states have relaxed or eliminated mandatory retirement. Employers who want to encourage traditional retirement must prepare their employees for it and encourage them to take an early voluntary retirement.

Retirement need not mean a withdrawal from life. It should be a shift away from employment, to other activities, whether they be working full time with a favorite hobby or beginning a new career. Perhaps the most important item to stress in pre-retirement counseling is that employees are not retiring *from* something but are rather turning *to* something new.

In order to meet the needs of employees in preparation for retirement, many companies have instituted pre-retirement counseling programs. These programs encourage employees in their mature years to think constructively about their retirement plans, especially concerning finances, health, legal affairs and the wise use of leisure time.

Utilizing in-house personnel from the retirement, insurance and training groups, and a staff psychologist, a concentrated 3 to 3½-hour lecture program (with questions and answers during the talks) was conducted on company time for groups of 25 employees. This was supplemented by a great deal of written information, procured in-house and from outside sources such as the American Association of Retired Persons (AARP).

It was soon evident that while this program was fairly effective for employees, the information presented was not in sufficient depth and was not reaching the spouses of participants. The program was therefore augmented to provide a series of evening meetings of about 2½ hours in which outside experts in various fields were featured speakers and to which both employees and spouses were invited.

In addition to the program outlined above, the retirement group continued to conduct individual counseling sessions for employees, and occasionally spouses, at the employees' request.

The program to date has been of significant value to several hundred employees, as evidenced by both verbal and written responses to questionnaires. It has been well worth the effort and the nominal cost to the Laboratory in terms of improved morale among the older employees. A large number of the younger employees, too, see it as evidence of increased interest in their eventual well-being.

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Beginning a program

In 1973, the Jet Propulsion Laboratory (JPL) recognized a need to provide retirement planning information to its older employees. This was brought about, at least partially, by the fact that the average employee age at JPL was increasing and a significant number of employees were due to retire within the next several years. After examining various commercial programs that were available, JPL decided to tailor a program to fit our needs. It was further decided to keep the program in-house. In making these decisions, costs and the unique make-up of the Laboratory's employee group were significant considerations.

The Jet Propulsion Laboratory Pre-Retirement Program was established in April 1974 for employees aged 60 and older. In 1975, the age requirement was lowered to 55 because of the demand by younger employees for retirement planning information. To date, approximately 750 employees have been through the program.

In designing this program, the primary consideration was how to help employees begin thinking in terms of retirement. With that in mind, planners drew up a set of program objectives:

1. To aid employees in achieving a satisfying life in retirement
2. To stimulate positive thinking about retirement
3. To supply current factual information on matters which would help to insure successful retirement
4. To urge action on plans before retirement, especially on income budgeting, health, legal affairs, leisure time activities and mental adjustment to retirement.

Facing retirement

Retirement can be a time to take up the leisure pursuits we neglect in earlier years. Employees cannot enjoy leisure, however, unless their basic needs are secure. Preparing for retirement is each individual's responsibility. Although many companies offer programs to show older employees the facts of retirement and help them bring their retirement plans into focus, many employees do not realize what retirement will mean in terms of lifestyle change. Some people do not know how to retire; others do not know what to expect of retirement; still others will not accept retirement. Many realize too late that they cannot plan for retirement after they have retired.

The JPL program pushed older employees to answer the following questions:

1. When the time retirement arrives, will I be ready?
2. Will my spouse and family be ready?
3. What will it cost to retire?
4. What benefits will I have from my company's pension plan? How should I elect to receive them?
5. What will my social security benefits be?
6. Where will I live?
7. Have I prepared for legal transfer of property?
8. What is my physical condition and how will it affect my plans?
9. Will I have adequate life and health insurance?
10. Where can I go for reliable advice?

People may believe that all that is needed to enjoy retirement is a substantial income, good health and a safe dwelling. However, in order to be truly successful, the following needs must also be met:

- A need for belonging—association with others
- A need for creative outlets
- A need for security
- A need for individuality and recognition
- A need for awareness of political, social and economic environment

Pre-retirees must understand how employment helps meet these needs and how new ways must be found to meet them in retirement.

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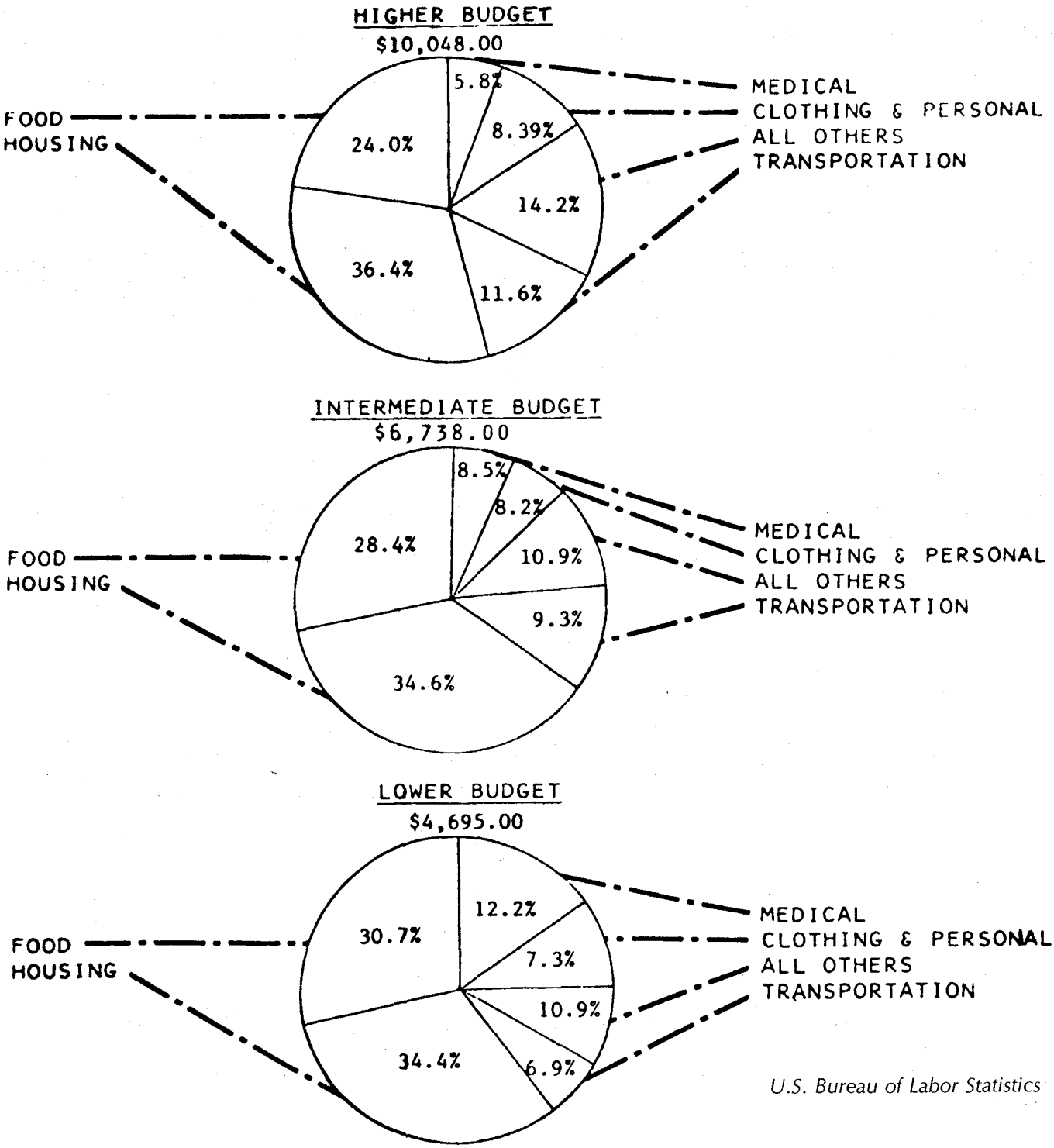
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Three Retirement Budgets



U.S. Bureau of Labor Statistics

Understanding personal finances

While an investment portfolio may be ideal for some, many employees do not have any extra capital to supplement a retirement "nest egg." For many, the basic question is understanding the minimum costs of retirement living. It is these people who are most in need of pre-retirement counseling.

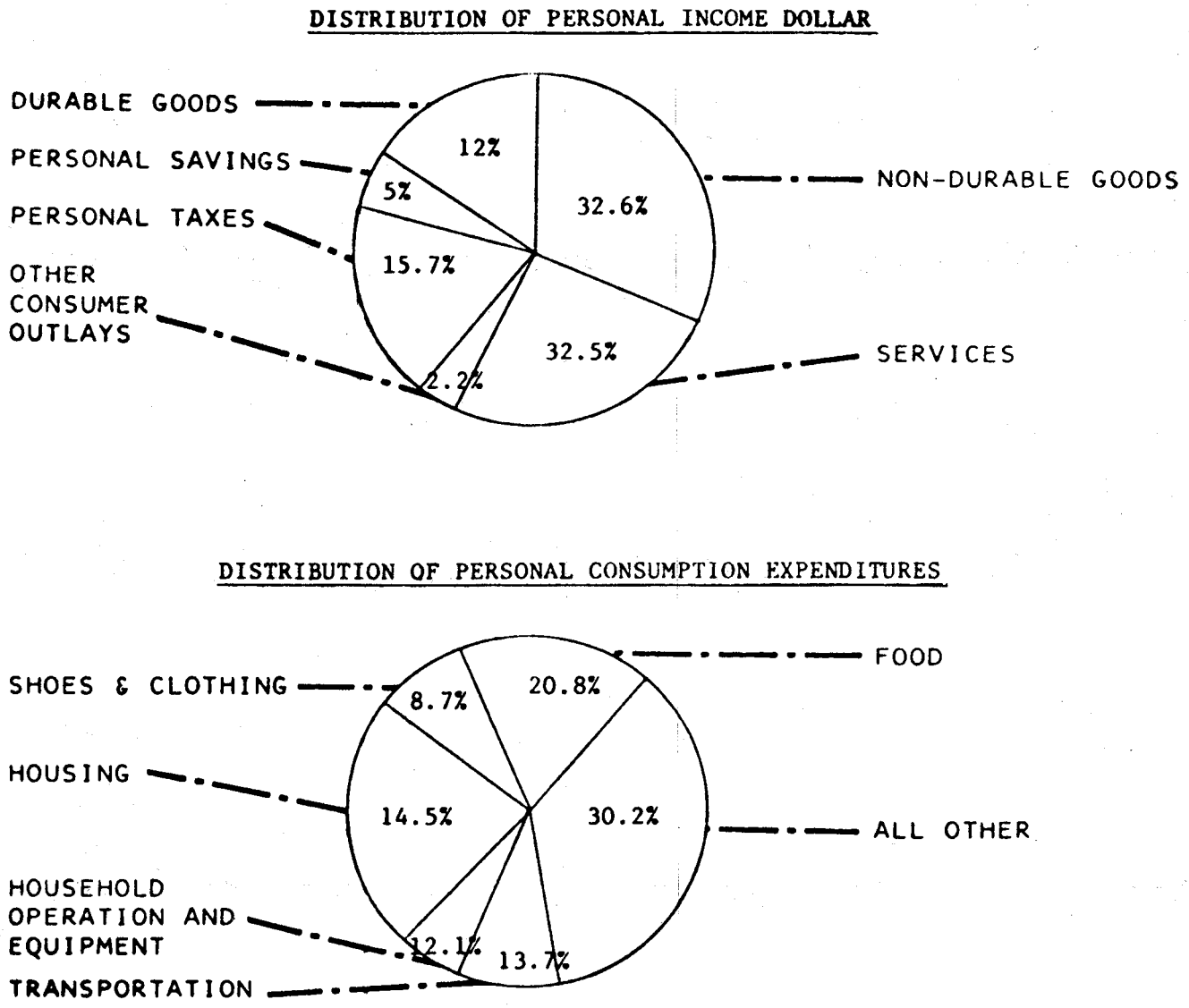
The Bureau of Labor Statistics recently estimated the cost of a modest standard of living to be around $3,500.00 for a single retired person, and $5,400.00 for a retired couple. Above are very modest budgets suggested by the Bureau for retired couples with "low," "intermediate" and "higher" retirement incomes.

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This is contrasted with corresponding budgets for an unretired individual with an average $11,781.00 annual salary, shown below.

Pre-retirees must become aware that their retirement income may be lower than employment income by as much as 50%. An important point to stress, as well, is that expenses will change, too. Many expenses will have been reduced or entirely eliminated by the time employees retire. The purpose of the financial portion of a counseling program is to help employees look at these changes clearly and prepare to deal with them.

An Employment Budget



Analyzing housing needs

With housing, as with personal finances, a pre-retirement counseling program should present older employees with a practical checklist of questions they must answer for themselves. This list helped JPL pre-retirees examine their future needs for housing:

rmine the general need:

- Do you want to continue living here?
- Does your home need updating for your own use or for potential resale?

rmine the specific need:

- What changes or improvements are needed?
- What additional changes or improvements would you like to have?

uate potential benefits against probable costs:

- Give priority to structural repairs. If a great deal of work is needed, will the benefits be worth the cost?
- Determine what benefits would result from changes or improvements in a specific room or area. What changes in costs and benefits would result if an alternative method were used? What would the result be if no changes were made?
- Consider whether any secondary benefits will result. (For example, increased safety is built in at the same time a larger service entrance and heavier wiring are installed to accommodate higher wattage appliances. In addition, new circuits can be installed at this time and take care of lighting fixtures and convenience outlets.)
- Get reliable advice. Talk to people who have recently made similar improvements or to people in the building industry.

e the decision that is best for you:

- Decide which specific changes, or improvements or combination of these, will serve your retirement housing needs at a cost you can afford.

de when to make changes and improvements:

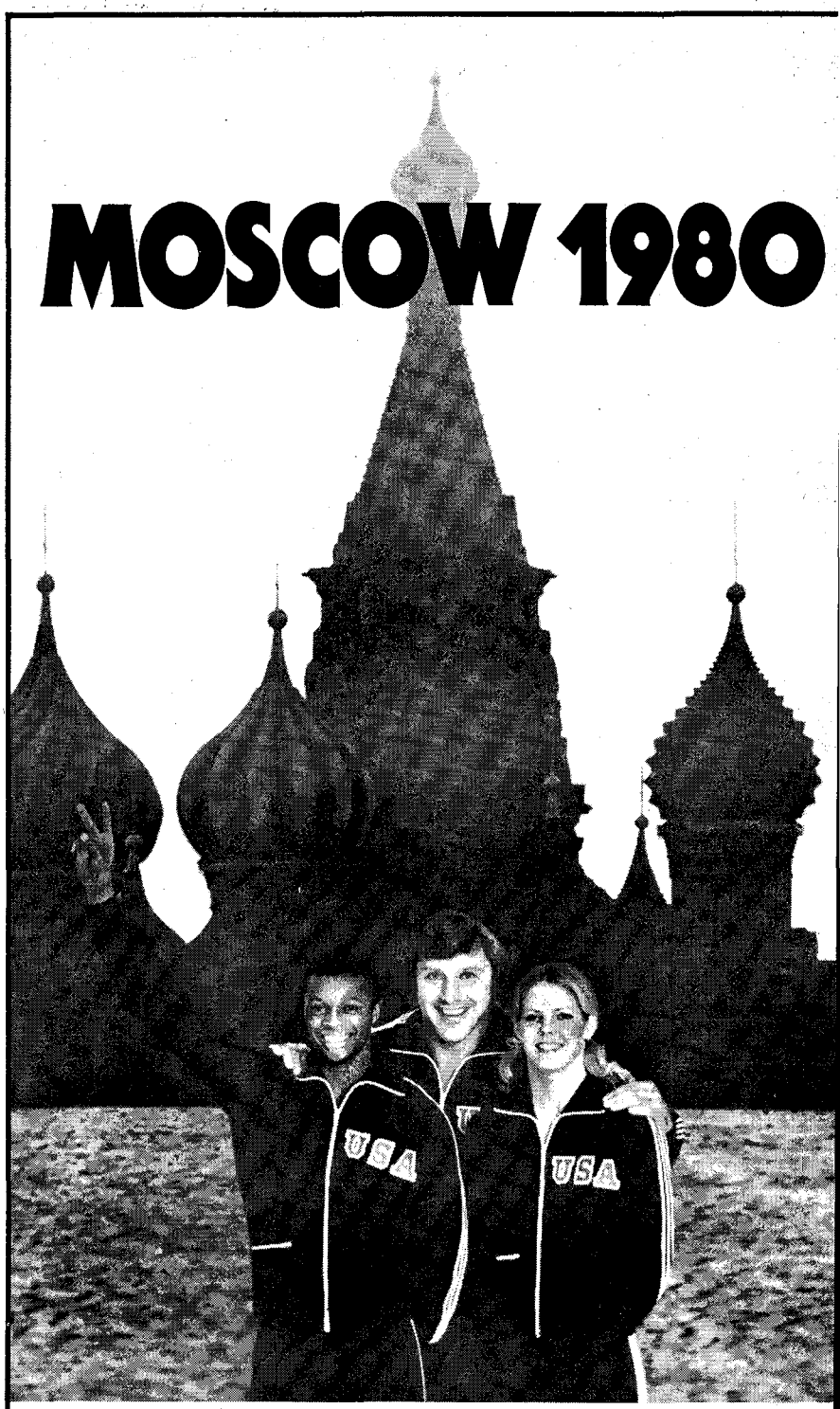
- Arrange to make changes and improvements before retirement, in order to avoid the expense after you have started living on a reduced income.

nge for changes and improvements to be made:

- Decide whether to have the work done at one time or during a two- or three-year period.
- Decide who will do the final planning and work. In the process of decision-making, families will have clarified what they want and why—this will help them or others who do the work.
- Make arrangements to pay for the work.

* * *

A pre-retirement counseling program does its best service for employees by helping them examine important factors that will affect how, or whether, can enjoy their leisure time. We can acquaint employees with leisure interests they can pursue when they and we can open our programs to them after they employment. We can demonstrate our real concern for them—and for all employees—by showing them practical questions about lifestyle can affect their possible use of leisure years. rm



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IDEAS CLINIC



by
Melvin C. Byers, CIRA
NIRA Consultant

Q We have had some sad experiences concerning our relationship with vendors and promoters, as they relate to discounts and special offers for employees. The apparent lack of good faith on the part of vendors has reflected badly on our program and has caused management to consider eliminating all of these types of employee services. Are there any reliable guidelines by which we could review future employee offers extended to us by outside organizations and businesses?

A Discounts can be a valuable component of any employee services programs. They bring group buying power to consumers as a direct result of their association with their employer. For this reason, they can be "as good as gold" in enhancing the positive image of the employer in the eyes of employees and their families. As noted in recent ***RM*** article ("How to develop an employee discount program," Nancy S. Gansmiller, Feb. 1979, p. 28), discount programs are relatively inexpensive to administer, and are flexible enough to change whenever opportunities to improve and expand arise.

As with any number of activities, however, a discount program requires careful organization and continual concern for employee welfare if it is to remain a positive influence. Especially when employees' money in involved, the program administrator must have an eagle eye open not only for bargains, but also for reliable merchants. An honest discount on a real service or dependable product reflects well on your program and your employer. A disappointing experience or a lack of good faith on the part of a vendor can create resentment and distrust among employees who get "burned", their families and all others who hear of their bad experience. You must, therefore, protect your program's reputation by safeguarding the employees' interests.

We haven't come across any complete published guidelines concerning transactions made with outside agents or vendors. However, in some areas of employee services, a number of our NIRA members have developed policies and procedures to avoid problems.

One of the pitfalls encountered when working with outside-of-company vendors is their lack of knowledge concerning employee services and industrial recreation. They often fail to understand completely the employer's interest in opening the employee group to an outside sales pitch. It is a new ballgame for many of them and it must be played according to rules that are much different than their normal promotional tactics. There is no advantage or, indeed, any purpose in promoting offers to the employee group that can be duplicated in the open market place. There is no reason for the employer to make advance guarantees of sales or numbers of participants before a price tag is established. The employer's interest is not in boosting sales; but only in offering a real service to employees.

The value of the promotional effort extended by the employees' company, more often than not, exceeds the dollar value being offered in discounts. The captive employee market can only be reached through your management's approval. There must be some pertinent employee relations value in allowing that access or there is

continued on page 32

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1978 NIRA Region VII Conference and Exhibit

Stress Management

How to recognize harmful stress levels in employees and help relieve them

from remarks by William Snow, Ph.D.



We hear a great deal these days about stress. We are all subject to it. People in the personnel field are in a unique position to recognize harmful levels of stress in employees and be able to provide programs to help relieve them.

This is an age of increased specialization. With better educated and better informed employees, we have "smarter" people doing "dumber" things on the job. That conflict alone causes stress for many workers.

Stress is not all bad. In fact, Dr. Hans Selye, a pioneer in the field of stress analysis, has said, "Without stress, life would be boring." Stress is the amount of energy it takes for us to cope. In moderate amounts, it is good. The question is when stress stops being good.

There are several types of stress, all of which can affect an employee's desire and ability to perform:

Frustration—A person's environment, either physical or social, can frustrate him. So can personal limitations, either physical or mental.

Conflicts—Opposing forces within an individual cause serious stress when they are pitted against one another. Some of the familiar conflicts many of us must face spring from opposing motives or conflicts between what we would like to do and what social values say we should do. Other conflicts can develop into contests within ourselves: commitment vs. non-involvement, avoiding vs. facing reality, integrity vs. compromise, sexual desire vs. moral restraints, and so on.

Pressures—Outside influences can also cause stress for employees you serve. Common pressures include the competition for choice marks of achievement, sustained concentration of the effort necessary to achieve, rapid changes in an employee's surroundings (see inset), and strains in family or other human relationships.

We all recognize some signs of stress in ourselves, although we may not always be wise about finding ways to relieve them. Stress-related behavior takes myriad forms, many of which are evident to you as you work with employees. People who are seriously stressed show a number of these behaviors. They:

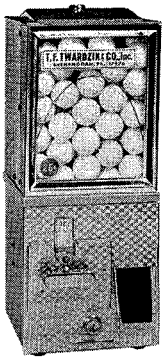
- Have a severe sense of time urgency
- Are committed to, or involved in, too many projects
- Have a strong desire for recognition and advancement—excessive competitive drive
- Neglect all aspects of life, except work
- Are inclined to give up former leisure time to work

continued on following page



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(Stress continued)

- Take on excessive responsibility
- Eat, move and walk rapidly
- Are easily irritated
- Show impatience with other people
- Feel guilty when they take time to play
- Feel lonely; have trouble confiding in others
- Become upset when things do not go right
- Try to master situations over which they have no control
- Have severe problems coping with ordinary occurances in life

We are all familiar with the "fight or flight" reaction to threatening situations. Most of us are aware that when people are under stress, their bodies prepare to fight the problem or flee from it. But today, it is impossible for us to fight all the conflicts we face or flee from them. This causes stress. If stress is severe or prolonged, exhaustion can result. This is as true for the man on the assembly line as it is for the company president. Boredom can cause a great deal of stress. An employee who feels stuck in a job he hates is under a lot of stress. And it will affect his ability to do that job.

When combined with a high health risk profile, a high stress level can even kill. A high health risk profile includes high blood pressure, high alcohol intake, a high cholesterol level, smoking, diabetes and obesity.

Several coping mechanisms help relieve harmful levels of stress and keep the inevitable stress of everyday life at manageable levels. Everyone, especially those under a great deal of stress, should:

- Plan some idleness every day
- Listen to others without interruption
- Read books that demand concentration
- Learn to eat, walk, and talk more slowly
- Have a place to retreat
- Avoid irritating, overly competitive people
- Plan leisurely, unstructured vacations
- Maintain a regular program of physical activity

The employee program can offer employees several of these opportunities, both in programs and facilities. Review your program and plan with these needs in mind.

Dr. Snow is Director of Personnel Research, Corporate Offices, Rockwell International Corp. He serves on the Board of Directors of the California Industry Education Council, the Management Development Advisory Panel of the National Management Association and the Advisory Council, Advanced Management Program, Michigan State University.

STRESS TEST

With the pace of life today, one thing that touches all of us is change. We move frequently; we change jobs; we hurry all day long. We send the children off to college; change spouses; have our taxes raised; lose old friends and make new ones.

All these events—good and bad—exact a penalty in the form of stress. And depending on how much stress you encounter, your health could be affected. The following test was developed by psychologists to help predict (and perhaps prevent) physical problems that can result from too much change—and stress—in your life.

Think of what has happened to you in the past year as you read through the test. Jot down the point values for events that apply to you in the column at the right, then add up your score. If your total for the year is under 150, you probably won't have any adverse reaction. A score of 150–199 indicates a "mild" problem, with a 37 per cent chance you'll feel the impact of stress with physical symptoms. From 200 to 299, you qualify as having a "moderate" problem with 51 per cent chance of experiencing a change in your health. And a score of over 300 could really threaten your well-being.

If your score alarms you, do something about it. Postpone a move, or a job change, or even going on a diet (any change that's under your control) until your score settles down.

LIFE EVENT	POINT VALUE	SCORE
1. Death of spouse	100	
2. Divorce	71	
3. Marital separation	65	
4. Jail term	63	
5. Death of close family member	63	
6. Personal injury or illness	53	
7. Marriage	50	
8. Fired at work	47	
9. Marital reconciliation	45	
10. Retirement	45	
11. Change in health of family member	44	
12. Pregnancy	40	
13. Sex difficulties	39	
14. Gain of new family member	39	
15. Business readjustment	39	
16. Change in financial state	38	
17. Death of a close friend	37	
18. Change to different line of work	36	
19. Change in number of arguments with spouse	35	
20. Mortgage over $10,000	31	
21. Foreclosure of mortgage or loan	30	
22. Change in responsibilities at work	29	
23. Son or daughter leaving home	29	
24. Trouble with in-laws	29	
25. Outstanding personal achievement	28	
26. Wife begin or stop work	26	
27. Change in living conditions	25	
28. Revision of personal habits	24	
29. Trouble with boss	23	
30. Change in work hours or conditions	20	
31. Change in residence	20	
32. Change in recreation	19	
33. Change in church activities	19	
34. Change in social activities	18	
35. Mortgage or loan less than $10,000	17	
36. Change in sleeping habits	16	
37. Change in number of family get-togethers	15	
38. Change in eating habits	15	
39. Vacation	13	
40. Minor violations of the law	11	
	TOTAL	

rm

little reason for the employer to be involved with the proposition at all. The recreation director is duty-bound to say to the vendor, "We are offering you a captive audience here. Our reputation is on the line. You must deliver services to that market (our employees) that reflect the value of the promotional assistance we are giving you."

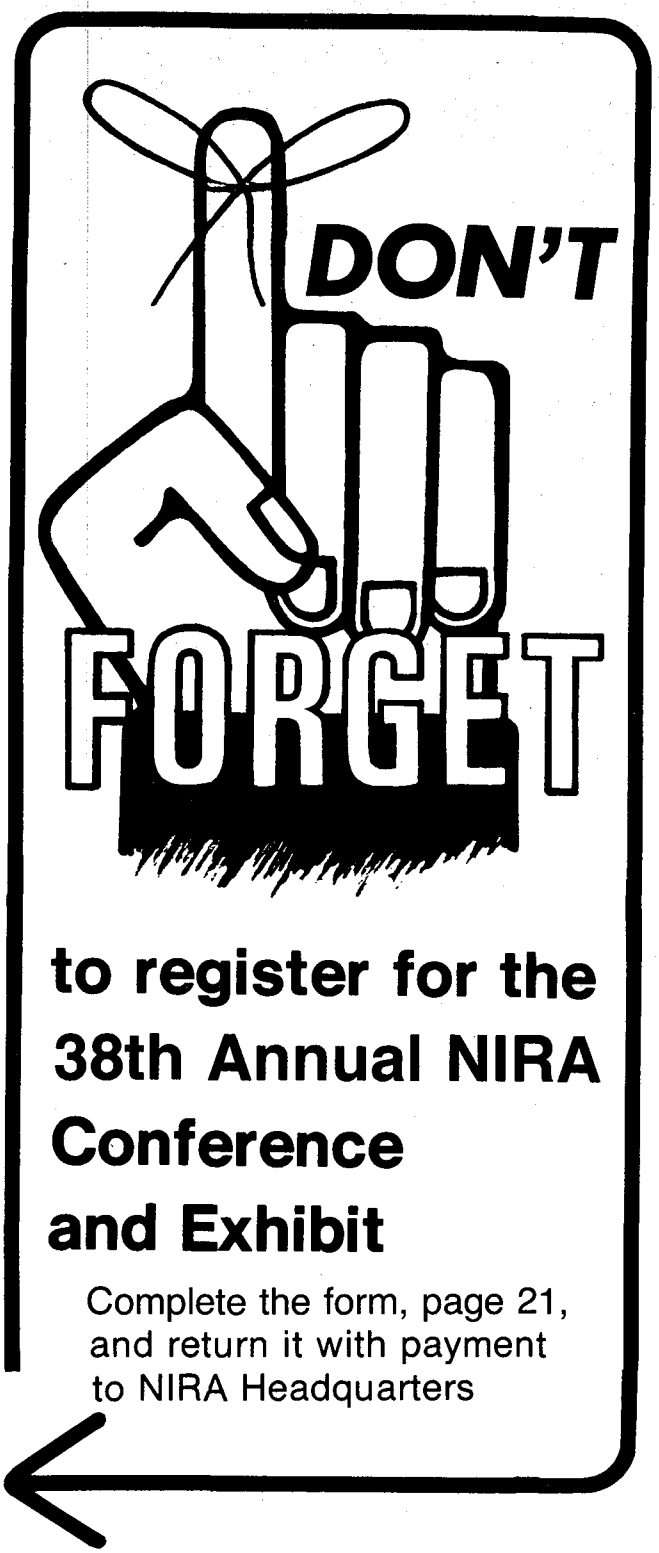
All proposed contact arrangements involving the employees and the outside groups should be carefully spelled out in writing and completely understood before any offer is accepted. Any promotional material must be reviewed by the program director before it is released. All vendors or agents must be investigated as to their reliability and integrity before entering into any agreement, and the final agreements must be made with an executive of the outside business or vendor—not a sales representative.

Whatever the proposed offer, it should always be beneficial to both parties. A vendor will not hesitate to tell the program director if a discount offer is going well or poorly from the vendor's point of view. The program director must be equally concerned and candid about the employee relations benefits—or damage—resulting from a discount offer. The director should monitor participation, solicit employee comments, and thoroughly investigate any employee complaints.

When there is employee money involved, and the employer sanctions an offer, both management and the program director are putting their reputations on the line as endorsers of the proposition. Therefore, it behooves you to be covered on all the elements of the promotion, deal, or offer. The time taken for review and the time given for promotion represent a high dollar value. Are you getting at least 50% of that investment back in employee benefits? If not, forget it. If so, you probably have a good vendor.

* * *

For help in locating reputable suppliers, nationally and internationally, who offer employee discounts, contact NIRA. For local vendors who may offer similar services, contact your local Industrial Recreation Council. If you have no local Council, NIRA can refer you to members who can advise you on how to start your local discount program from scratch. rm



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MEET YOUR NIRA BOARD



William B. DeCarlo, CIRA is Chairman of the National Industrial Recreation Research and Education Foundation (NIRREF). His two-year term began in May 1978.

DeCarlo has served Xerox Corp. in various recreation administration positions for more than twelve years. He has been Manager of Employee Recreation Services at Xerox-Rochester (New York) since 1970. Prior to his career with Xerox, DeCarlo worked both as a municipal recreation administrator and as a university instructor.

DeCarlo holds a B.S. in recreation education, an M.S. in recreation and park administration, and is completing work toward a Ph.D. in recreation and park administration. He was NIRA President in 1975–76 and was Chairman of the 1977 NIRA Conference and Exhibit.



Fritz J. Merrell, CIRA is NIRA's Immediate Past President. As such, he is a member of the Executive Committee of the 1978–79 Board.

Merrell is Employee Activities Supervisor for Olin Corporation in Pisgah Forest, North Carolina. Although he began his career at Olin in 1940, it was not until 1947 that he became Assistant Athletic Director. From then until this year, he has been involved professionally in recreation and employee services for his company. The highlight of Merrell's work for Olin came in 1970 when his program won the Helms (now Eastwood) Award for overall excellence. He has served on the NIRA Board as a Director and Secretary, and is this year's official Conference Chairman.



Ken Wattenberger, CIRA is Vice President of Membership. He was elected to the post last May and will serve until May 1979. Wattenberger is Executive Director of the Lockhead Employee Recreation Club (LERC) at Lockheed California in Burbank. A lifetime of municipal and industrial recreation work has netted him numerous awards, including a 1975 NIRA Distinguished Service Award. He served the Association as a member of the Board of Directors from 1973–74 and again for a 1976–77 term. He has been a leader on NIRA's Western Region VII Board for many years and has participated actively in the organization and administration of many Region VII Conferences. rm

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NIRA CALENDAR

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill—(312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Janet Harris—(614) 421-6940, ext. 2951.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5938.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid—(713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau—(313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme—(202) 554-6910.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Hiroko Mochida—(213) 855-5508.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Gloria V. Boyles—(212) 551-3201.

Northern California Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Jesse—(408) 446-7404.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

* * *

Region VII will hold its 29th annual Conference and Exhibit September 20-23, 1979 aboard the *Queen Mary*, Long Beach, California. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

38th Annual NIRA Conference and Exhibit will be held May 17-22, 1979 at the Americana Hotel, Rochester, NY. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

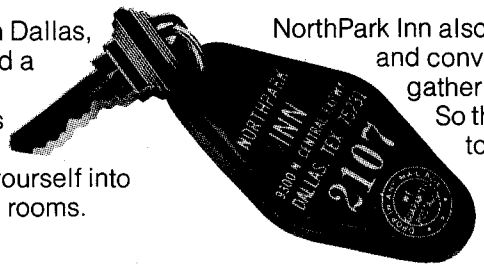
College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

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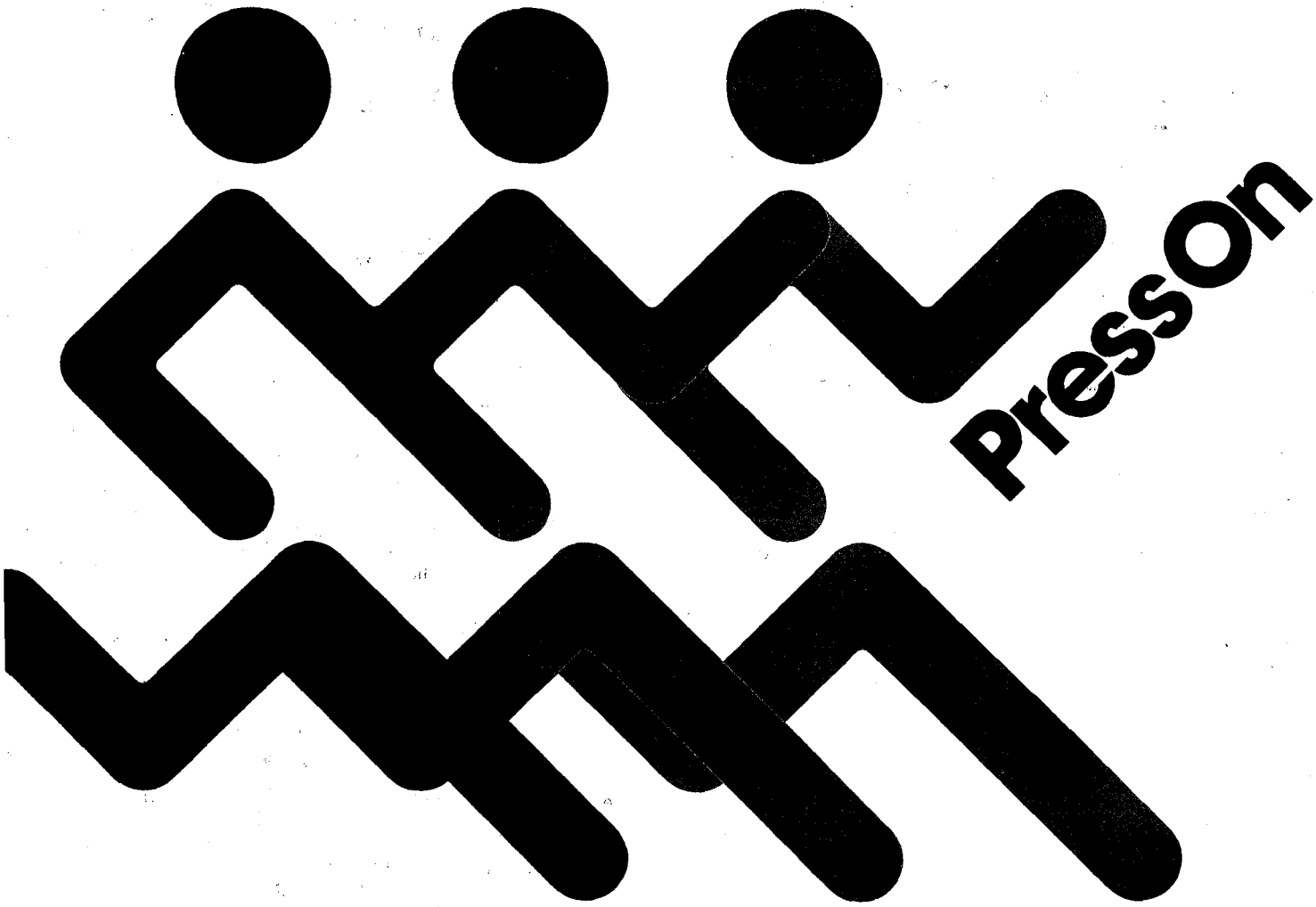
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MAY/JUNE 1979

RECREATION MANAGEMENT

THE JOURNAL OF EMPLOYEE RECREATION, HEALTH AND EDUCATION



38th ANNUAL NIRA CONFERENCE & EXHIBIT

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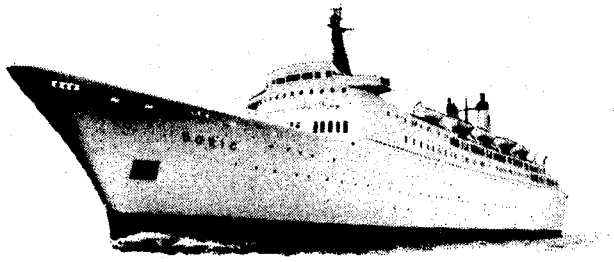
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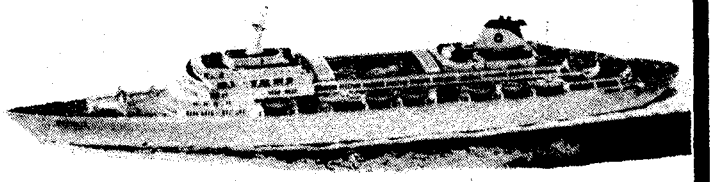


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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

MAY/JUNE 1979 • VOLUME 22, No. 4

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What is NIRA?

The National Industrial Recreation Association (NIRA) is a non-profit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Recreation Management* is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, return the reader service inquiry card in this issue.

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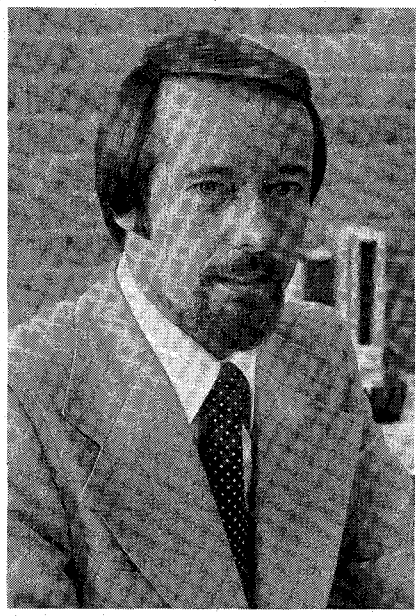
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The NIRA President would like a word with you

about directing change



Richard M. Brown, CIRA
Texas Instruments, Inc.
1978-79 NIRA President

Since last May, we have made some changes in NIRA. I believe in change—when it is positive, when it is shaped by a well-considered and circumspect plan, and when it is managed carefully and creatively.

We must not only be ready for change, we must initiate it. We must act in our own self interest to insure that change happens *for* us and not *to* us.

NIRA is fun. Like the recreation and services organizations our members direct, it fosters self-improvement in a congenial atmosphere. And, like our work in our home organizations, involvement in the Association must also be serious work.

Our world is changing. We must pool our resources to understand and help direct that change.

The new view of human resources

Throughout western business and industry, an appreciation of the human element in production has come to the fore. Technology, however sophisticated, is still an extension of human capabilities and depends upon human direction and support. When people are in top form, physically, mentally and emotionally, they can make business and industry hum. It is becoming legitimate, in a way it never has been before, to treat employees as individuals and to encourage their productivity with fitness and morale-boosting programs.

We must be sensitive to all the possible activities and services that contribute to that fitness and motivation. We are comfortable with softball leagues, for example, and we know they are effective. But transcendental meditation may work just as well.

The fitness boom

Fitness isn't just a fad. It is common sense, for individuals and organizations. Regardless of how we feel personally about the subject or its most ardent proponents, we must acknowledge that it is here to stay—and it is growing. We must become well-versed in the basics of fitness programs, even if we do not presently have the resources to administer them. They are clearly in our future.

The return to self-reliance

Proposition 13 has already become a catchword for a general movement away from big government and toward local control and the reliance on private enterprise. As noted in this column last month, we must anticipate future recreation needs on a community, rather than on a corporate, level. Public recreation professionals and employee program directors must see one another as partners. Some company-sponsored recreation programs are already heavily involved in community recreation. They are the advanced line. The rest must begin to anticipate their roles in this coming change.

Increasing professionalism

Colleges and universities are turning out a new crop of graduates who consider employee recreation as a full-time career. The proportion of practitioners who choose this field, rather than stumble into it, is growing rapidly. NIRA anticipated this trend and will help shape it with the 1979 publication of a college textbook.

These college-trained recreation directors are the key to the future security of the programs we have worked so hard to establish. With their generation, employee program management will become an established function in more companies, rather than the transitory contribution of isolated individuals.

Change. It is fast upon my heels, too, as a new President takes the helm of NIRA. Kirt Compton, CIRA, your 1979–80 President, is an experienced professional, a capable administrator, and a dedicated member of the Association. He, too, supports constructive change within the continuity of carefully considered goals. I look forward to assisting with future improvements under his administration.

Dick Brown



If shoe fits, GAA wears it

By this time, you're probably sick and tired of talking — and complaining — about inflation. It doesn't seem to be creeping any longer; it's jumping in leaps and bounds.

Just look at the purchasing power of the dollar today. You can buy 1.2 gallons of gasoline...or a head of lettuce and a cucumber...or a round-trip ride on the subway.

But there is one good buy that amazingly hasn't been bit by the inflation bug -- an entry ticket into the wide, wide world of the Grumman Athletic Association.

GAA hasn't raised its membership price since 1947. You're probably saying "What's the catch? They've probably cut back on their services over the years, right."

It isn't so. Over the years, GAA has expanded and improved its network of clubs and sports...and the future looks even brighter.

This year, the GAA is holding its annual membership drive from Monday, April 2 through Monday, April 30. Last year, over 92 percent of the Grumman team took advantage of this inflation-defying deal.

Whatever you get out of the meager membership fee is pretty much up to you. There are scores of activities for both your mind and body...however the spirit moves you. The GAA offers something for everyone.

For recreation, pleasure and diversion during your lunch break, you may participate in any of the following activities: archery, bocce, checkers, chess, handball, horseshoes, quoits, shuffleboard, softball, table tennis, volleyball and weightlifting.

Bowling is one of the most popular after-hours sports with more than 1,500 participants playing in 31 GAA-sanctioned leagues. GAA also sponsors clinics for beginners and experienced bowlers alike to enhance enjoyment in the sport and improve their game.

Golf enthusiasts display their form in 47 leagues with more than 1,300 Grummanites teeing off on 11 courses. The annual kicker's tourney is a big drawing card with contestants coming from every part of the company to vie for the many trophies and honors, or to simply enjoy the thrill of competition.

All membership monies go directly to the support of clubs listed on the next page and sports that run the gamut from basketball to quoits to volleyball. Mike Cherry, who is once again conducting the GAA membership drive, reminds all Grummanites that no varsity sports are supported by GAA membership funds. Varsity soccer, golf, basketball, tennis and bowling are sponsored by corporate donations.

If your sport isn't being played or your activity is not listed, contact the GAA staff — they'll help you do something about it.

For instance, Art Gibson and some of his buddies wanted to form a hockey club last year. They contacted Chet Baumgartner, head of GAA, and he helped them set up an organizational meeting to see how many Grummanites were interested in forming a club team. The result: the Grumman Hockey Club is now taking on other local clubs this season, such as the New York City Firefighters.

Racketball enthusiasts are following the same route to GAA-sanctioned status this season. If you want assistance in setting up a new club or sport activity, GAA is willing and waiting to advise you on how to get started, who to contact, and they will even arrange for facilities and help coordinate the activities of any group.

Perhaps your department wants to sponsor its own table tennis tourney or bocce contest. The GAA will assist you in setting up the event and also lend you the equipment necessary to pull it off.

Sporting success

The GAA storage closet is chock-full of chess and checker games, bocce sets, bats and balls, volleyballs and quoits. Depending on the supply available, it's yours for the asking.

In fact, you can even borrow equipment for your family barbeque. GAA will loan you a volleyball net and ball...quoits...or bocce sets, whatever you need to make your weekend a sporting success.

Many of GAA's programs are also available for your family members and friends. For instance, your sons and daughters can join you in learning karate. The Grumman Karate Club along with many other GAA-sanctioned clubs are open to Grummanites and their families.

All members of the Grumman family can take advantage of GAA's discount ticket program. Past offerings include Grumman nights at Shea Stadium to see the N.Y. Arrows professional indoor soccer team, and the N.Y. Islanders hockery team at the Nassau Coliseum. and, there is also the annual pilgrimage to West Point for Army football.

If travel is your pleasure, GAA has a treasure chest full of programs to satisfy the wanderlust in most people. With competitive prices and top-drawer accommodations, it offers trips to such places as Ireland, the Caribbean, and Hawaii.

Once again, the GAA is open for suggestions. This season, after finding out that many GAA golf leagues get a jump on the season by travelling south, GAA arranged a special golf weekend trip package to South Carolina.

Besides sports and club activities, the GAA organizes and presents shows each year that highlight individual talents. Art, photography and hobby shows keep Grummanite creative talents sharp while people with green thumbs are challenged by spring, rose and fall garden shows.

Your membership dollar also entitles your to a drawing for prizes. Fifteen lucky ticket holders will win $100 U.S. Savings Bonds while 50 more will take home a set of Grumman glasses.

To be eligible for the drawing, buy a $1 ticket. Then sign your name, department, and telephone extension on your ticket stub and return it to your department administrator. The drawing will be held Friday, May 4. Results will be published in PLANE NEWS and announced over the PA system.

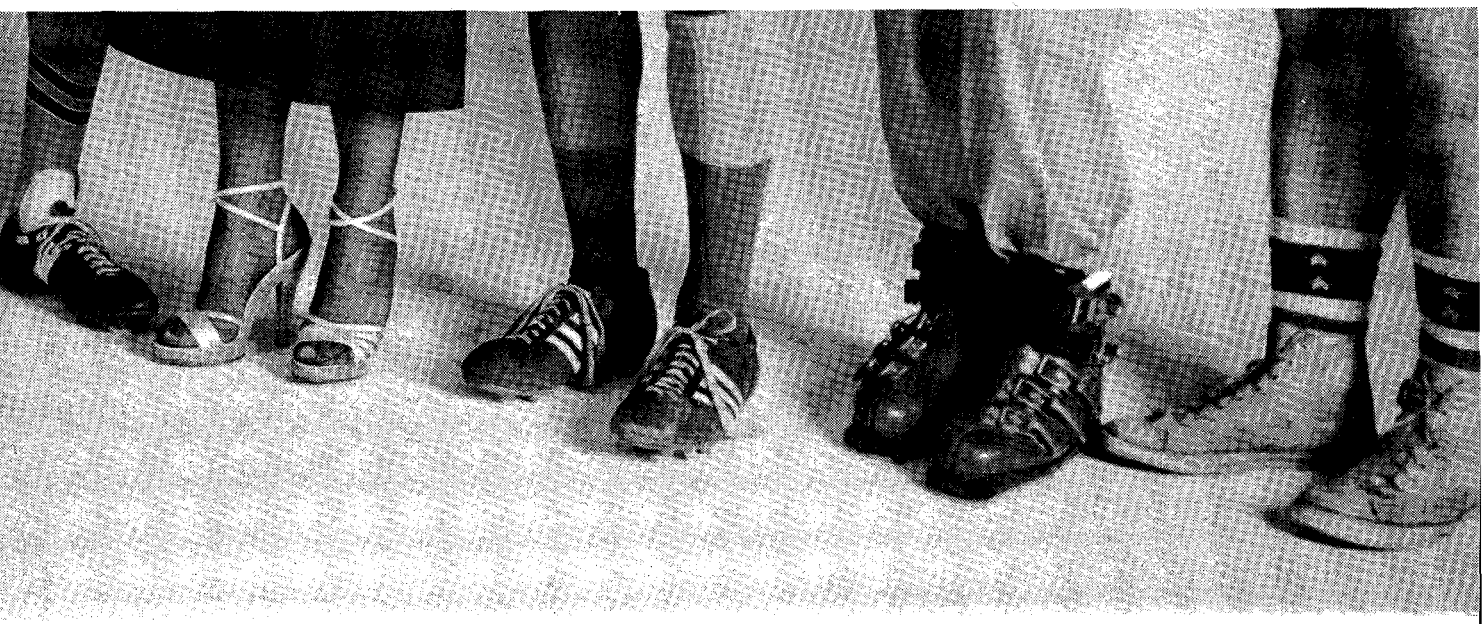
Remember the annual drive starts Monday and ends April 30. Your support is needed...your participation in any of the GAA activities is welcomed.

If you are not approached by someone in your department to purchase a ticket, ask your supervisor for one of the membership cards. And if you can't get any action in your home department, call the GAA staff — Chet Baumgartner, Mike Cherry, Ellen Drasser and Herb Mahoney — on Ext. 2133 or 2269 — they'll be glad to personally sell you a card.

Though the GAA team isn't telling how they do it, they've obviously discovered how to stretch the buck a long, long way. Why not pass the buck to GAA, right away?

A PROMOTIONAL IDEA . . .

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***Grumman Plane News*—Vol. 38, No. 6, March 30, 1979**
Kathy Housley, Editor/Rich Breunig, Photographer



GAA's network of clubs

Clubs	Contact
Aikido Mail sta. C27-01	Bob Bauman Ext. 2945
Amateur Radio Mail sta. A07-25	Ray Schubnel Ext. 3732
Coin (Bethpage) Mail sta. C27-05	Ken Hale Ext. 3717
Coin (Calverton) Mail sta. B28-07	Jerry Kreussling Ext. 117-6844
Duplicate Bridge Mail sta. C02-04	Sam Campbell Ext. 4039
Fencing Mail sta. B31-02	Pete Chaldaria Ext. 4331
Folk Dancing (Calverton) Mail sta. A25-06	Emil Urcivoli Ext. 117-6688
GACE Flying Mail sta. D16-40	Hal Smith Ext. 115-3434
Grumman Cycle Mailsta. A05-35	George Hilton Ext. 3262
Grumman Family Campers Mail sta. A34-03	Charles Holzler Ext. 3585
Grumman garden Forum Mail sta. B40-35	Dot Kappenberg Ext. 5465
Grumman Hockey	Art Gibson Ext. 5783
Grumman Horticultural Mail sta. A21-43	Roy Goddard Ext. 113-7914
Karate Mail sta. A03-15	Tony Ortiz Ext. 4764
Krystal Kracker C.B. Mail sta. A32-02	Harvis Keahey Ext. 2614
Model Aviation Society Mail sta. A07-35	George Meyers Ext. 2864
Model Railroad Mail sta. B09-40	Ray Muntz Ext. 6044
Pocket Billiards Mail sta. A04-30	John DeMarco Ext. 5188
Rod and Gun Mail sta. 000-19	George Capua Ext. 2095
Scuba Divers Mail sta. B28-35	Bill Toolan Ext. 4078
Ski Mail sta. B06-02	Art Garmendia Ext. 7819
Table Tennis Mail sta. C27-01	Frank Malone Ext. 5203
Tennis Mail sta. B25-05	Pat Andrews Ext. 7345
Toastmasters Mail sta. C06-25	James Hopkins Ext. 5318
Wing Nutz R.C. Mail sta. B28-07	John Sullivan Ext. 117-7427
Bowling Mail sta. A01-GAA	Herb Mahoney Ext. 2133
Basketball (men) Mail sta. B03-25	Tony Razziano Ext. 6866
Golf (men) Mail sta. A01-GAA	Mike Cherry Ext. 2269
Softball (men) Mail sta. B08-25	Jack Keane Ext. 7595
Softball (women)	Ken Kretchman Ext. 5708
Soccer Mail sta. A03-40	Otto Stanaitis Ext. 115-3761
Tennis (men) Mail sta. C40-05	Andy Kaufmann Ext. 6240

Lifetime member

A little known fact about GAA is that upon retirement from Grumman, you become a lifelong GAA member. Your membership entitles you to participate in all of the GAA activities, including travel and special event programs.

In addition, you receive a monthly GAA retiree newsletter that will keep you informed about upcoming events.

Approximately 3,000 Grummanities are members of the Grumman Retiree Club. Since it was established in 1967, the club has expanded to five chapter. Here's a listing of the club presidents and their addresses:

Long Island-Bert Sternfield, 54 Garden Street, Garden City, N.Y. 11530. Telephone: (516) 248-3839 Treasure Coast (Florida): Rolf Sommer, 90 Village Green, Vero Beach, Florida 32960. Telephone: (305) 562-4769.

Midwest Florida: Vincent Scheer, 241 W. Gardenia Drive, Orange City, Florida 32763. Telephone: (904) 775-2836.

Suncoast Florida: Al Goetz, 308 Fairmount Drive Holiday Lake Estates, Florida 33590. Telephone: (813) 937-6795.

Savannah, Georgia: Jack Clarkson, 459 Mall Blvd., No. 25, Savannah, Georgia 31406. Telephone: (912) 352-7367.

If you are interested in forming a Grumman Retiree Club chapter, call Ellen Drasser, (516) 575-2133, or write to: GAA, Grumman Aerospace Corporation, Bethpage, N.Y. 11714.

For the full length version, turn the page . . .

NEWS IN BRIEF

Award Program for mental health services

U.S. employers who provide counseling, alcoholic rehabilitation and other mental health related services for their employees are eligible for a prestigious award from the Mental Health Association (MHA). The MHA's "Employer of the Year" award honors employers who have made an extra effort to open their doors to those who have experienced mental disorders as well as employers who have outstanding employee assistance programs.

Any employer in the United States and its territories is eligible for nomination. Sound mental health practices and equal opportunity for mentally restored people are the primary criteria upon which nominees are judged. Top level representatives of the private sector, government, and labor compose the panel of judges. Previous award recipients range in size from the American Motors Corporation to a small bicycle shop.

Two nomination categories are used in selecting award recipients: (A) Public Sector: government installations (federal, state, city, and county), and (B) Private Sector: all private business and industry.

Sheltered workshops and sheltered employment settings are not eligible. The judges will not necessarily limit their selection to one nominee in each category, but will choose those employer(s) who have attained a superior level of achievement in their employment practices concerning mental health and illness.

Nomination forms are available from the Mental Health Association's National Headquarters at 1800 N. Kent St., Arlington, VA 22209. Completed nominations must be returned by August 10, 1979. The award will be presented at the annual meeting of the Mental Health Association in November in Denver, Colorado.

"Consumer Survival Kits" available for order

Employee services are most often useful when they are self-help information services. The staff of the "Consumer Survival Kit" television series is offering a varied list of publications that may interest employee associations.

"Survival Kit" is a national program service of the Maryland Center for Public Broadcasting. The program series on which the kits are based is transmitted nationally by the Public Broadcasting Service.

Each kit is a 24-page booklet, containing the most important information researchers found in the preparation of the public service series. The booklets are available for $1.00 each, to cover the costs of reproduction, postage and handling. Discounts are available on orders of fifty or more of the same booklet.

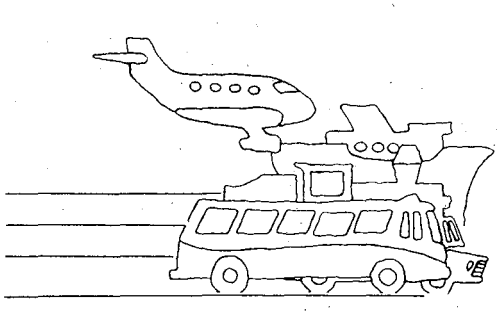
The kits cover a variety of current topics, under six general subjects:

(A) *Health Care* includes booklets on pregnancy, nutrition, dental care, medical insurance and more.

(B) *Automobiles* are discussed in booklets on buying, maintenance, and repair.

(C) *Homes* are the subject of booklets on buying, repairing, securing and furnishing.

(D) *Personal/Legal Planning* topics cover a wide range, including employment, wills and estates,



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weddings, divorce, tenents rights, college education and more.

(E) *Money Management/Investments* are covered in such topics as budgeting, income tax, credit and banking.

(F) *Recreation/Hobbies booklets* include areas as varied as sports equipment, photography and wine.

For a complete list and ordering information, contact:
Consumer Survival Kit
P.O. Box 1979
Owings Mills, MD 21117

* * *

Newsbriefs . . . Most **major spectator sports** continue to increase their numbers of fans, according to a recent report in the *Wall Street Journal*. Available data indicate that football, baseball, and soccer increased their draws substantially in the last year. Attendance for basketball and hockey slipped . . . **Your cycle club** may want to subscribe to "Boom in Bikeways", an eight-page newsletter on bicycling published by the Bicycle Manufacturers Association, 1101 15th St., NW, Washington, DC 20005. Designed to promote cycling, the publication is filled with information on the sport, worldwide. Direct inquiries to Executive Director James J. Hayes. **rm**



BOOM IN BIKEWAYS

BIKE ROUTE

BMA Launches Nationwide Drive To Assure Bike Funds

The American bicycle industry has launched a full-fledged campaign in support of Congressional members to attain the exclusive funding for the bicycle program authorized last November by President Carter under Section 141 of the Surface Transportation Assistance Act of 1978 (Public Law 95-599).

BMA's position that the hard-won exclusive funding for bikeways and other facilities improvements was being short-changed by the Administration was subborted at a hearing on March 14 by the Subcommittee on Surface Transportation, which spearheaded the drive for the bicycle program.

Chairman Jim Howard and Congressman Glenn M. Anderson questioned Federal Highway Administrator Karl Bowers in depth at the hearing as to why funds will not be requested by DOT. Bowers indicated that sufficient money was obtainable under Section 217 of the Federal Aid Highway Act.

Representative Anderson responded by noting that the competition for Section 217 funding was "too fierce and too restrictive . . . and for all interest and purposes was not an alternative." Committee members concluded that Section 217 did not satisfy the need for developing bikeway facilities and that such funding frequently was diverted to other highway uses.

As a result of the Administration's attitude, the Subcommittee intends to testify before the Appropriations Committee on Transportation in mid-April. It will request a supplemental appropriation to partially fund the bikeway and several other transportation programs for fiscal 1979 and 1980 contained in P.L. 95-599.

BMA's independent effort in December seeking the support of the Secretary of Transportation to request the authorized bikeway funding amounted to zero. We were simply told what we already knew, that "budget

(Continued on Page 7)

FHWA Seeks Your Aid In Improving Bikeway Design

The Federal Highway Administration is seeking public comment on the development of design and construction standards for bikeway projects as required under Section 141(b) of the new Act.

They'd particularly like to know how you'd improve FHWA's existing standards that reference the American Association of State Highway and Transportation Officials "Guide for Bicycle Routes" – the "bible" for building bikeways since the early days.

Here's your opportunity to get in your licks on how to improve bicycle facilities—how to design criteria that will make them more usable, safer and beneficial to the riding public. Send your comments to FHWA Docket No. 79-3 (Federal Highway Administration, HCC-10, Room 4205, 400 7th St., S.W., Washington, D.C. 20590. Send BMA a copy, since we'd like to see them.

Long Distance Riding Setting a New Trend!

Long distance, steady, daily pedaling—frequently but not necessarily by riders in their later years, has become a persistent trend. It signalizes a change in human attitudes and interests, and a growing appreciation of bicycling as a lifestyle.

For example, there's the phenomenon of Bodo Ahrenstein of Seattle, Wash., who at 65 took up bicycling six years ago. In his first year bmoking a pack of cigarettes a day, no less, he rode 6,000 miles. Since then, he's averaged 8,500 miles year, or more

not surprisingly, feels 20 to 30 years younger.

A slightly younger rider, Ian Hibell, a 43-year native of Seattle, has logged about 250,000 miles in the 15 years or so he's been into serious cycling. Pulsized (5-5, 140 pounds) but powerfully built, Hibell has ridden at 17,000 feet in the Andes through subzero temperatures; and he's pedaled from Cape Horn to Alaska and from Lapland to Cape Town, among other long-distance hauls.

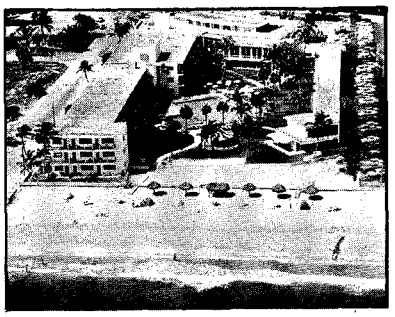
Finally, we'd like to take off our

A Chicago business executive in his mid-50's rides 25 miles daily from his home in Evanston to his job in the Loop. A Florida professor, Arthur Phillips, who sold his car, is content to depend exclusively on his bike for transportation. Also, Hanns J. Bieler, president of Marine Colloids, Rockland, Maine, who, in his mid-40's, rides nine miles to work and home again each day and as far as 200 miles in a single day.

You could undoubtedly multiply

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A PROMOTIONAL IDEA



Good sports from the Grumman Athletic Association (GAA) posed for this promotional photograph, published in their company's employee newspaper. The masked lady in the center wished to remain anonymous.

How and why to file a conference report

by Phyllis K. Smith, CIRA

As a company or organization representative, you have an obligation to file a complete report on any conference or educational seminar you attend. A report establishes the validity of your attendance and eases the way for your participation in future conferences. Your report will have more meaning for you and your superior if you go to the conference armed with a list of questions you need answered for your program. Your written report should include several basic components. They are:

(1) The major decisions reached by the organization sponsoring the conference

(2) The results of any elections

(3) A list of conference participants, both delegates and exhibitors

(4) Information from educational sessions of particular importance to your organization—Include session titles, speakers' names, and the points each covered

(5) Copies of any session materials distributed at the meeting—Identify them by session and speaker

(6) A re-cap of the entire conference as it applies to your program—Compare your program and methods with others you discover during the conference

(7) The results of your comparison—Explain how the information you gathered at the conference can be applied to specific areas of your program. Note new ideas you found that might work in your situation. Analyze how new solutions and ideas can be implemented in your organization.

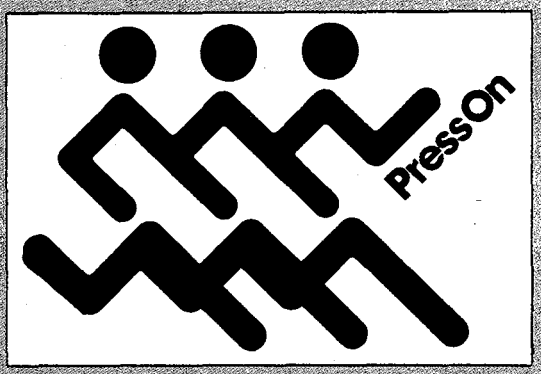
(8) What you contributed—Many companies these days are very interested in what their representatives put into professional and community affairs.

Your report should be filed with your immediate superior, regardless of whether he/she is professionally involved in the recreation program. A copy of your report should also go to the area of the company (usually the personnel department) that is responsible for the recreation program. Use your own copy of the report as a continuing information resource and as a reminder of the improvements you plan to make, based on what you learned. **rm**

Check the August *RM* for a full report on the 1979 NIRA Conference and Exhibit

1979 NIRA Conference and Exhibit Programs available to members on request from NIRA headquarters

38th Annual NIRA Conference and Exhibit



May 17-22, 1979

Americana, downtown Rochester, New York

NATIONAL INDUSTRIAL RECREATION ASSOCIATION NIRA

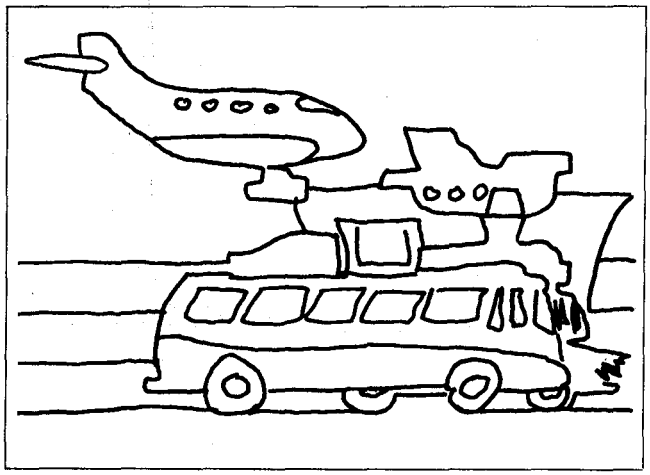
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RICHARD M. BROWN, CIRA

President
National Industrial
Recreation Association

A concentrated education

The first-timer's guide to a Conference and Exhibit

by Patrick B. Stinson
NIRA Executive Director



A Conference and Exhibit is probably your most concentrated learning experience of the entire year. On the national and regional level, such meetings offer a few days in which ideas and information flow continually. Taking a moment before the flurry begins to prepare for the experience can pay off later in the greater volume of material that you can recall and apply to your own program in practical ways that justify your attendance.

WHO WILL BE THERE?

The people, after all, are the resource you come to a Conference and Exhibit to tap. When you arrive at a Conference site and check in, you may be struck by the variety of delegates. They range in age from their early twenties to their late sixties and beyond. Both men and women represent delegate, spouse and exhibitors groups.

Unlike most professional organizations, NIRA draws members from a broad range of educational and professional backgrounds. Although all are responsible for employee recreation programs, their experiences range from large, well funded departments to modest programs administered entirely by volunteers. Ironically, most first-timers express surprise both at the variety of their fellow delegates' backgrounds and the degree to which others present share their interests and problems. Question and answer sessions at a Conference may reveal delegates who are lawyers, teachers, exercise physiologists, engineers, pharmacists, secretaries, public relations officers, and champion athletes.

If you are a new-comer at a NIRA Conference, you are not alone. A substantial proportion of delegates at recent Conferences have been first-timers. Several members of the NIRA Board, in fact, have been involved actively in the Association for only a few years. The courage to break the ice invariably makes a newcomer feel at home.

WHAT IS GOING ON?

Delegates, exhibitors and spouses receive individual Conference packets upon registration. Take time to look carefully at your packet's contents. They include three basic kinds of information: the Conference and Exhibit program, materials for NIRA business meetings, and supplementary information to make your stay in the Conference city interesting and enjoyable during your free time.

The Conference program details all scheduled events for delegates and spouses. A separate program for exhibitors lists events of special interest to them. It will be immediately apparent that the program presents a dilemma. Several blocks of concurrent sessions force delegates to choose among topic areas. Fortunately, recordings of all major sessions will be available for purchase so that delegates may supplement their own notes with information from sessions they cannot attend personally.

Exhibit sessions are scheduled to complement, and not conflict with, educational sessions. Ample time is allowed for each delegate to talk with each exhibitor. The exhibitors offer practical programming suggestions and can discuss special arrangements to suit the unique circumstances of various employee programs. Exhibitors may not sell products or services at the Exhibit, however, so delegates are free to discuss program ideas without obligation.

NIRA delegates have two formal opportunities to help determine NIRA policy during the annual Conference and Exhibit. Several regional meetings offer similar opportunities. At regional breakfasts, all voting delegates present cast ballots to elect members of the NIRA Board of Directors. Also at regional meetings, delegates may plan regional affairs, such as Conferences. Delegates may also instruct their Directors to present matters before the full Annual Meeting later in the Conference.

Your packet also contains information about the Conference city as well as suggestions for evening entertainment, shopping, and worship services.

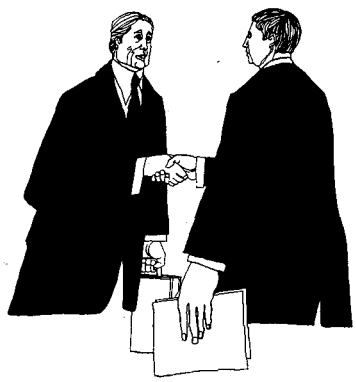
Before the Conference and Exhibit opens officially, take a quick personal tour of the Conference site. Locate Conference rooms, the Exhibit Hall, dining facilities and so forth, to avoid confusion once the Conference is under way.

WHICH EVENTS ARE BEST?

The most important piece of advice for both first-timers and returning delegates, is to learn as much as possible. Make an effort not to pre-judge the value of any Conference and Exhibit experience. Of course, when there are scheduling conflicts, every delegate must devote his time to those sessions whose material seems most applicable to his program. But whenever possible, delegates should collect information and ideas regardless of whether they seem immediately useful. Experienced delegates will confirm that you literally never know when something you pick up unexpectedly at a Conference will come in handy.

To make the material you gather at the Conference helpful when you get home, collect the business cards of speakers, exhibitors and fellow delegates. Keep them in a well-organized file with Conference materials. Months, or even years, later, you will be able to contact an individual who mentioned a program or idea you may want to try. With a continuing Conference reference file that includes names, addresses and telephone numbers, you can easily contact your "contact" and continue your education at the moment when you can really apply it.

Tours, too, are important learning experiences. Visits to the outstanding facilities and programs in our field are a rare opportunity to see the best that our field can contribute. The less someone else's program or situation is like your own, the greater the chance that it can broaden your own perspective and enrich your knowledge of your own field.



ENJOY SOCIAL ACTIVITIES

Throughout the Conference and Exhibit, make a continual effort to meet people—delegates, their spouses, exhibitors, Board members and the NIRA Staff. Participate in the informal social activities. Their purpose is more than relaxation and entertainment. As with any professional association, NIRA's informal social contacts often reenforce valuable professional relationships. Breaks in the otherwise closely scheduled educational program offer important opportunities to discover what others in the field are doing and how they solve problems that may have frustrated you.

In fact, personal contact with colleagues is the basic purpose of any Conference and Exhibit. Unlike people in many other fields, NIRA members are usually in a unique position in their home organizations and must look outside for information, ideas, and assistance. A Conference and Exhibit is the most concentrated source for all three. rm

"Press on . . ."
Theme of 1979 Conference and Exhibit

by Richard M. Brown, CIRA
1978–79 NIRA President
and
Fritz J. Merrell, CIRA
1979 NIRA Conference Chairman

"Press on. Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination are all powerful."

Conference time is often an occassion for self-congratulation in the Association. We look back over the past year or two and point with pride to our accomplishments. We applaud one another for the fine work we have done. That is as it should be—as far as it goes.

Each Conference should also be the beginning of a new round of effort. It is a time for honest appraisal of ourselves as professionals and our strength as an Association. It is a time for learning from our mistakes as well as our successes and for setting new goals. It is the summation of our best and the start of something better.

This is more than the obligatory optimism and high resolve of another spring commencement. It is a call to examine where we have been and to turn our sights ahead with a sense of continuity and purpose. We must press on. That is what the theme of the 38th Annual NIRA Conference and Exhibit is about.



Fritz J. Merrell, CIRA

. . . Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent . . .

Many of us have a personal flair for recreational activities. Some of us are talented enough to have played professional sports. Others have a gift for directing social activities. Still others are unusually adept at organizing events. These talents are important. But they alone do not make us successful. Talent as athletes, social directors or organizers is not enough. We must be able to help others reap the benefits of our recreation programs. To be successful, we must be able to share and lead. This Conference and Exhibit provides opportunities to learn leadership skills that can translate our talents into action.

. . . Genius will not; unrewarded genius is almost a proverb . . .

Most of us dream of greater prestige and financial support to implement the excellent programs

we know could be. The real-world restrictions we sometimes face seem to thwart our greatest plans. But we must acknowledge that what impresses management is results; i.e. finding successful programs, adapting them to our unique circumstances, and administering them conscientiously as well as imaginatively. To accomplish this, we continually need new ideas and practical assistance from delegates and exhibitors who have tested successful programs. That kind of help is also what this Conference and Exhibit is about.

. . . Education will not; the world is full of educated derelicts . . .

The NIRA organization and its individual members are regularly approached by people whose academic credentials would seem to qualify them for positions in employee recreation. They have studied recreation, personnel management, business administration and more.

We are glad to see this trend toward professional training in our field. We have labored long and hard to produce a college textbook on employee recreation to help train our future colleagues. But even with intellegence and training, many aspiring employee recreation professionals have not the slightest idea how to develop a new program proposal, guide it through a corporate approval system, and find capable volunteers to help make it a success. Theory is important, but it is those practical skills that get the job done.

Sessions at the 1979 Conference and Exhibit help define the theory and improve skills.

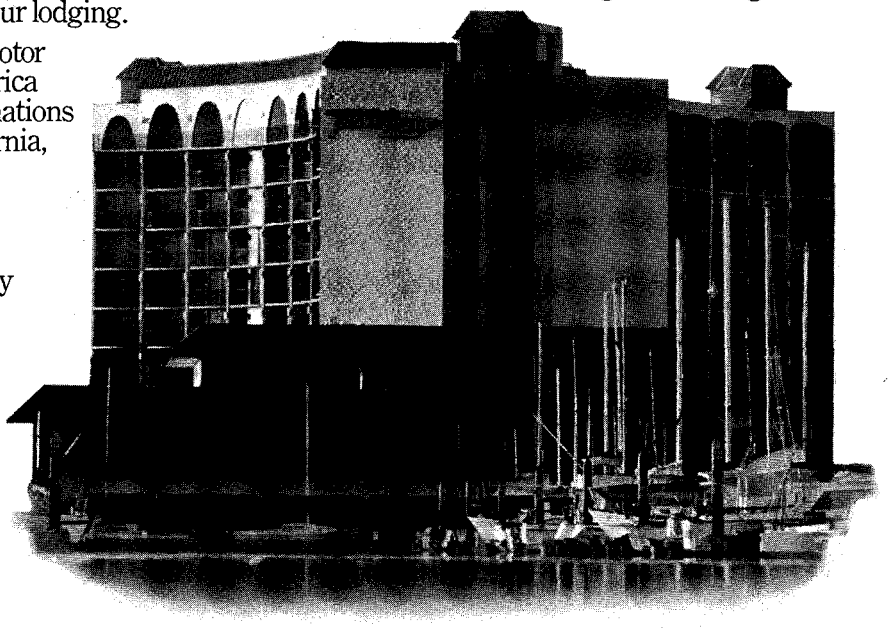
. . . Persistence and determination alone are all powerful . . .

We believe in the old adage that hard work gets the job done. We do not for a moment mean to suggest that talent, genius and education are insignificant. Our wholehearted support of an annual Conference and Exhibit stems from our belief that a pooling of these resources is beneficial to all of us. But it is our persistence in applying what we learn through the Conference and Exhibit that will make the experience valuable in the long run. It is the fellowship and encouragement of others in our field, whom we meet through NIRA meetings, that reenforces our determination to . . . *Press on.* rm

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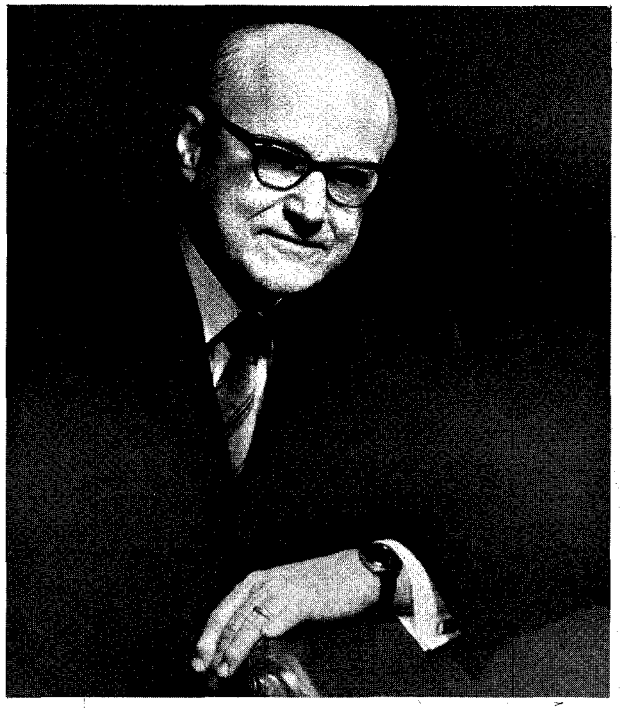
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CIRCLE READER SERVICE CARD NO. 6

The President of Flick-Reedy supports employee recreation

"INDUSTRIAL RECREATION MUST BROADEN ITS AREA OF CONCERN AND EMBRACE THE WHOLE COMMUNITY"



Frank Flick
President
Flick-Reedy Corporation
1971 NIRA Employer of the Year

"I believe the time has come to tap the tremendous potential of industrial recreation—to extend its benefits to the community at large.

"Industrial recreation has the capacity to achieve this goal. Its rapid growth in the past few years has seen it move from a program directed to employees only to a program aimed at encompassing the employee and his family. Community recreation is just a step away.

"And once private resources are put to work, recreation and health may be just the beginning of the fields they can serve. For business, the so-called "private sector," has already proved that it can hire and train the hardcore unemployed, educate functional illiterates, reduce the rate of high school dropouts, save alcoholics, even help to rehabilitate criminals.

"The vast resources of industrial recreation—physical recreation facilities, trained recreation professionals, and experienced recreation volunteers—are ready, willing, and able to serve the people of the "plant community"; that is, the area in which a business operates. I believe they should start this service now. Industrial recreation must broaden its area of concern and embrace the whole community.

"And when it does, the tremendous power and potential of the free enterprise system will be brought to bear against the charge that critics so often level against it—the charge that business doesn't meet its social obligations. For, with expanded industrial recreation programs, business will do just that—at no cost to the public as a whole!"

From ***Top Management Speaks***

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The National Industrial Recreation is known by the companies it keeps — year after year. Over 1,800 company members represent NIRA, which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation — just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.







National Industrial Recreation Associati –


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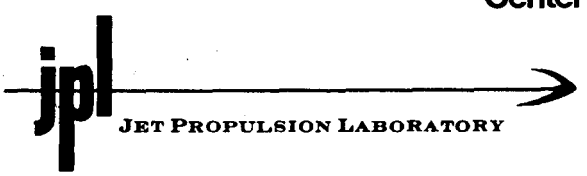
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IDEAS CLINIC



by
Melvin C. Byers, CIRA
NIRA Consultant

Q We are a fairly small company. Our off-hours activities program has been run on an *ad hoc* basis by a few of us in the Personnel Department. Lately, we have gained more support, including NIRA membership, and have been told to come up with a proposed schedule of activities. We find the ideas in *Key Notes* very helpful, but are unsure about how much and what kinds of activities we should undertake. We are most anxious at this point to program activities that will draw high employee participation, be very inexpensive to run, and be manageable with the small part-time staff we have.

A I am pleased that you find the *Key Notes* newsletter helpful. We do try to cover a wide variety of subjects in each edition. Obviously, only a few can be immediately applicable to any one program.

As you have stated, this does raise the question of just how much should be offered in a single program. Much depends upon the size of a company's workforce, the degree of experienced recreation guidance available, and the kinds of facilities, if any, that are accessible. A small operation, with fewer that 300 employees, must limit the number of activities it offers. In a company of 1,000 or more employees, many more activities can be offered. More events can be planned, in any case, when each serves a different interest in the employee group.

Companies of virtually any size can offer some discounts. NIRA can supply a list of entertainment and travel discounts already available to you and provide suggestions on how to supplement them with local services. Every program, too, should offer service awards for outstanding or long-term employees as well as for the best recreation program volunteers.

With a core of interested and dependable volunteers, you can offer a continuous program of events, most of which can be supported in part or entirely by the participants themselves. Still, even if you and your coworkers in Personnel serve only as "communications central" for these various activities, there is a limit to how much you can handle.

Circumstances vary from company to company, of course, but we have found some general work load guidelines that seem to apply to many recreation clubs. Companies with 1,000 or more employees can usually offer two or more major (company-wide) events a month and as many special interest group functions as there are interested participants. However, one major event per month is usually the limit that even a fulltime recreational staff can handle. At least four major events, one each quarter, should be considered minimum to sustain employee interest in the total program.

Essential to a successful continuing program is a regular offering of special interest clubs and/or activities. Special interest activities are those that relate to a given group of people involved in one type of athletic, educational, social, or cultural endeavor. These will vary considerably according to your business, your location and the composition of your workforce. Popular sports such as softball and bowling seem universal. Some employee groups have strong clubs for hunters, fishers and campers. Others can always generate a large turn-out for scientific lectures or music recitals. You and your recreation staff/volunteers are the best judges of what will "play" for your group. Brainstorming, led by a competent leader, should produce many new ideas.

Plan your initial schedule cautiously to insure that you can handle every event well. In most companies, the recreation program begins in just the way you have described. When a well-run program generates its own growing demand for new activities, personnel departments often conclude that they must create staff positions to coordinate activities and services. Such may well be your future.

The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606—312/346-7575.

THE SECRETARY OF COMMERCE
Washington, D.C. 20230

On behalf of President Carter, I am pleased to extend greetings to the National Industrial Recreation Association on the occasion of its 1979 conference in Rochester.

Your conference will be enriched and strengthened by the presence of delegates from Canada and Mexico. We are pleased to have them participate in the work in which you are engaged.

Recreation and physical fitness are wholesome influences, and it is highly desirable that all elements of our society should be involved in their promotion. Many U.S. firms have long recognized the value of recreation and physical fitness for their employees. Those that have done so are to be commended for their vision.

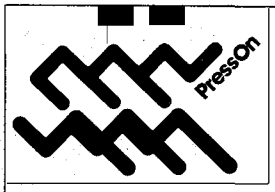
My best wishes for a successful conference.

Sincerely,

Juanita M. Kreps
Secretary of Commerce



Juanita M. Kreps, Secretary
U.S. Department of Commerce



Highlights: 1979 NIRA Conference Program

THURSDAY, MAY 17

8:00 AM–4:00 PM: Registration for all
8:00 AM–1:00 PM: Conference Tournaments
3:30 PM–3:45 PM: Official Welcome
3:45 PM–4:45 PM: Opening General Session
"Physical Fitness—State of the Union"
Speaker: Richard Keelor, Ph.D.—Director of Program Development, President's Council on Physical Fitness & Sports
4:45 PM–5:45 PM: First Timers Reception
6:00 PM: Conference Kick-off Dinner/Entertainment

FRIDAY, MAY 18

8:00 AM–4:00 PM: Registration for all
8:00 AM–10:30 AM: REGIONAL BREAKFASTS AND ELECTIONS
(SP) **8:30 AM–5:30 PM:** Corning Glass Tour, Taylor Wine Tour
10:30 AM–11:00 AM: New Board Members Orientation
11:00 AM–11:45 AM: "What NIRA Can Mean to You"
Noon–1:15 PM: Lunch on your own
1:15 PM–2:00 PM: CONCURRENT SESSIONS
(A) "Physical Fitness Is Good Business"
(B) "Professional Staff Help—The Student Intern"
(C) "Promotion & Publicity For Your Programs"

(SP) Events planned specifically for registered spouses. Spouses are invited and encouraged to attend all of the special events.

2:15 PM–3:00 PM: CONCURRENT SESSIONS
(A) "How To Make A Presentation"
(B) "Industrial Recreation in Canada—Its Philosophy"
(C) "Planning Ahead—A Discussion of the 1978 NIRREF Survey"
4:00 PM–7:00 PM: EXHIBIT HALL GRAND OPENING
7:00 PM: Dinner on your own

SATURDAY, MAY 19

Breakfast on your own
8:30 AM: Tour of Eastman Kodak Company recreation facilities
Noon–2:00 PM: MANAGEMENT LUNCHEON
- Amory Houghton, Jr., Chairman of the Board, Corning Glass Works
  NIRA Employer Of The Year
- NIRA Awards Presentation
- Induction of new CIRA's

2:00 PM–2:30 PM Tour of Xerox outdoor recreation facilities

(SP) **3:00 PM:** Shopping on your own

4:00 PM–5:00 PM: GENERAL EDUCATIONAL SESSION

"Sentry's Approach to Wellness"

Speaker: Donald Johnson, M.D.—Associate Medical Director, Sentry Insurance Co.

6:00 PM–9:00 PM: EXHIBIT HALL OPEN HOUSE

9:00 PM: Dinner on your own

SUNDAY, MAY 20

8:00 AM:
- Fun Run
- Church services on your own

10:00 AM–11:00 AM: GENERAL EDUCATIONAL SESSION

"Xerox Health Management Program"

Speaker: James Post—Manager, Executive Physical Fitness, Xerox Corp.

11:00 AM–1:30 PM: EXHIBIT HALL OPEN HOUSE

1:30 PM–3:00 PM: NIRA Annual Meeting/Election of Officers

3:15 PM–4:00 PM: CONCURRENT ROUNDTABLE DISCUSSIONS

(A) "Family Involvement In Your Program"

(B) "Relating Drug & Alcohol Rehabilitation to Recreation Services"

(C) "Programming For and Utilizing Retirees"

(D) "Travel Programs—Current Information"

4:45 PM:
- Star Show at the Strasenburgh Planetarium
- Reception at the Rochester Museum

7:30 PM: Dinner on your own

MONDAY, MAY 21

8:00 AM–10:30 AM: FINAL EXHIBIT HALL SESSION

8:00 AM–10:00 AM: CIRA/CIRL Breakfast

(SP) **8:30 AM–11:30 AM** Spouses City Tour

11:00 AM–11:45 AM: CONCURRENT EDUCATIONAL SESSIONS

(A) "Trends & Growth in Women's Programming"

(B) "Employee Volunteerism—Benefits & Availability"

(C) "Industrial Recreation in Mexico—Its Philosophy"

Noon–2:00 PM: Awards Luncheon
- Exhibitor's Door Prize Drawing
- NIRA/NRA Tournament Awards
- Conference Tournament Awards

(SP) **2:00 PM:** Shopping on your own

2:30 PM–3:15 PM: CONCURRENT EDUCATIONAL & ROUNDTABLE SESSIONS

(A) "Starting From Scratch—Fitness Programs on a Running Shoestring"

(B) "Planning a Career In Recreation Management"

(C) "What is New in Recreation Services?"

4:00 PM–5:00 PM: GENERAL EDUCATIONAL SESSION

"Re-Creation Counseling—The Coming Profession"

Speaker: Jules Frank, Ph.D—Vice President, Organization Development, Flick-Redy Corp.

7:00 PM–8:15 PM: Presidents' Ball Reception

8:30 PM: Presidents Ball/Dinner and Dancing

TUESDAY, MAY 22

9:00 AM–9:45 AM: GENERAL EDUCATIONAL SESSION

"Future of Industrial Recreation"

Speaker: Horace Becker—Vice President, Research and Development, Xerox Corp.

10:00 AM–10:30 AM: Conference Summary and Wrap-up

10:30 AM–11:15 AM: Conference Review & Critique

rm

1979 Employer of the Year extends company recreation to the plant community

The 1979 NIRA Employer of the Year is **Amory Houghton, Jr.,** Chairman of the Board and Chief Executive Officer of Corning Glass Works in Corning, New York. The Award honors his outstanding contribution to an effective employee program.

Houghton has long supported employee recreation and has done much to enhance recreational opportunities for the greater Corning community, as well.

Corning Glass Works first developed employee recreation programs in 1925. Houghton has insured continuing development of these activities, including the recent construction of a million-dollar employee activities center.

At the same time the employee facility was being built, Corning Glass Works acquired a nearby New York State armory and leased it to the Corning Community YMCA which has completely renovated the building to provide a first class facility. The action reflects Houghton's keen interest in physical fitness and recreation for youth.

Corning Glass Works plans to expand its employee recreation programs further by developing a park for employees and their families. The facility will have two softball fields, a flag football/soccer field, and swings and slides for children. Fireplaces and picnic equipment will be installed for family outings and other company-sponsored activities.

Houghton's support of recreation services is felt by the entire Corning community as well. Corning was devastated by a flood in 1972. Residents spent 12 to 16 hours a day, working to reclaim the area. Houghton felt that they needed recreational opportunities as a diversion. He initiated the formation of a community recreation commission to join the company recreation department to organize such a program.

Houghton has also been instrumental in the development of many recreation-oriented activities which have enriched the Corning community:

- The Ladies Professional Golf Association tour will play in Corning this May. Corning Glass Works has guaranteed a $100,000 purse. Profits will be distributed to seven area hospitals.



At Corning Glass Works, new recreation facilities have replaced those lost in a 1972 flood. *RM* will cover the rebuilding story in November 1979.

- The Corning Glass Works Foundation assisted with funding construction of Olympic-size swimming pools at the two local high schools, in observance of the company's arrival in Corning 100 years ago.
- The company donated to the state of New York a golf and ski facility for development as a state park.
- The company regularly supports Little League Baseball, Cinderalla Softball and Babe Ruth Baseball, furnishing both facilities and financial aid.
- The Corning Glass Works Foundation made a substantial contribution to the Barons of Steuben Drum and Bugle Corps, a recreational program which involves the children of many company employees.

Houghton, himself, is an ardent tennis player and golfer. His encouragement of the company's recreation program is a reflection of his personal feeling that good health and recreation are essential to an individual's personal fulfillment and his employer's success.

AMORY HOUGHTON, JR.



Amory Houghton, Jr. was born at Corning, N.Y., on August 7, 1926. He was graduated from Harvard College in 1950 and received a master's degree from Harvard Business School in 1952.

Houghton joined Corning Glass Works in 1951 as an accountant in the company's Central Falls, Rhode Island plant. In 1952, he was transferred to Corning, New York as a process engineer and then served successfully as a manufacturing foreman, sales engineer and manager of two sales departments. He was elected a Director of the company in 1955 and was appointed Staff Vice President in 1957. He became President in 1961 and was elected Chairman of the Board and Chief Executive Officer on April 14, 1964.

Houghton is a director of Corning International Corporation, Dow Corning Corporation, Pittsburgh Corning Corporation, International Business Machines Corporation and Citicorp. He is a trustee of the Corning Glass Works Foundation; the Corning Museum of Glass; St. Paul's School in Concord, New Hampshire; the National Industrial Conference Board and is a member of the Business Council.

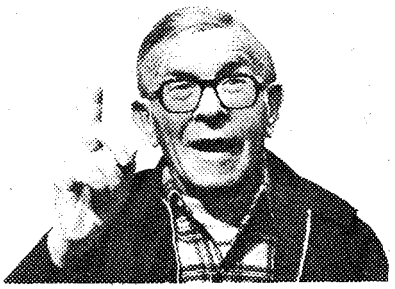
In community affairs, Houghton is a member and past president of the Corning Chamber of Commerce and an active member of many community organizations.

Houghton will be outside the U.S. on Corning business at the time of NIRA's Award presentation, May 19, 1979. The Employer of the Year honor will be accepted in his name by William H. Armistead, Ph.D., Vice Chairman and Director of the Technical Staffs Division of Corning Glass Works.

Armistead is a member of the corporate management committee which was established to assist the Chairman and Chief Executive Officer in the overall direction and management of the corporation. In addition, he is a member of several other corporate committees, including the executive committee.

A graduate of Vanderbilt University, Armistead also received his master's degree and doctorate in chemistry from that institution. He joined Corning Glass Works as a research chemist in 1941. He was elected Vice Chairman of the Board on April 13, 1971. rm

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CIRCLE READER SERVICE CARD NO. 3

Transition in leadership

The Presidential gavel travels from Texas to New York as Brown bows out, Compton takes office

In the year since **Richard M. Brown, CIRA** (Texas Instruments, Inc.) became NIRA President, the Association has undertaken several potentially far-reaching changes. As Brown will report to the members at the close of his term, he feels the changes will help direct the Association positively in new directions.

The NIRA Board of Directors has been expanded recently to include a Director and an officer to handle important questions facing the Association. A postal referendum of NIRA members approved the addition to the Board of the Chairman of the separately incorporated National Industrial Recreation Research and Education Foundation (NIRREF). The Foundation is dedicated to researching the impact of employee programs and to the publication of current data and ideas in the field. Its most recent project has been the 1979 publication of a college textbook on employee recreation, fitness and services.

NIRA voters also approved the creation of a new office of Vice President, Fitness and Health. An officer will be elected at the May 1979 Annual Meeting to fill the two-year term. A permanent committee under the new Vice President will focus Association-wide interest in fitness on specific proposals.

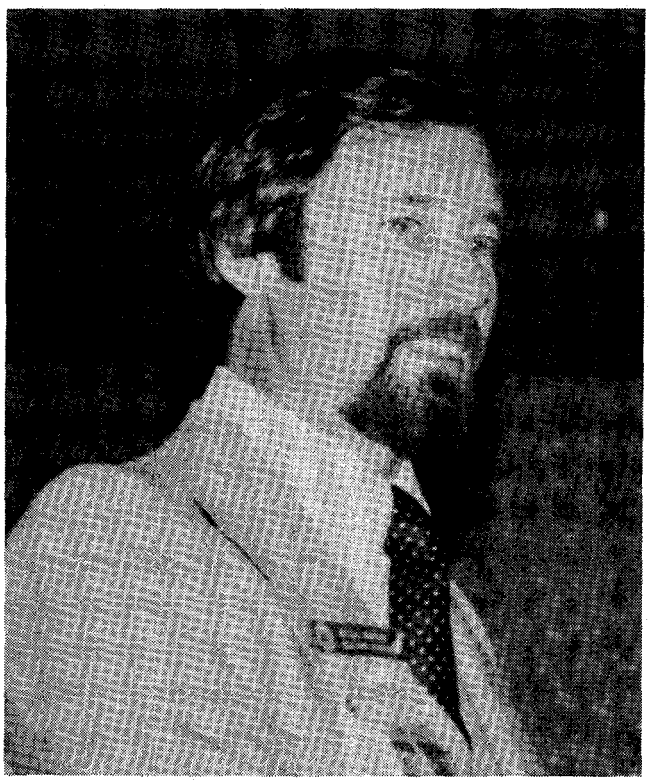
The five-member NIRA Staff was reorganized during Brown's administration, as well. The position of Assistant Executive Director/Director of Membership Promotion and Services was eliminated. A new position of Marketing Director was created to handle the sale of advertising and exhibit space as well as the promotion of new memberships. The Marketing Director, like the NIRA Editor, reports to the Executive Director.

Also in Brown's term, the recurrent debate about NIRA's name was put in a formal framework. A subcommittee of the Public Relations Committee was appointed to study the question, with NIRA Consultant **Melvin C. Byers, CIRA** as Chairman. The sub-committee was charged with examining the desirability and feasibility of changing NIRA's name to one that might be more descriptive of the membership and interests of the Association. The work of the sub-committee and any subsequent proposals from the entire Board will continue during the administration of 1979–80 NIRA President **Kirt T. Compton, CIRA.**

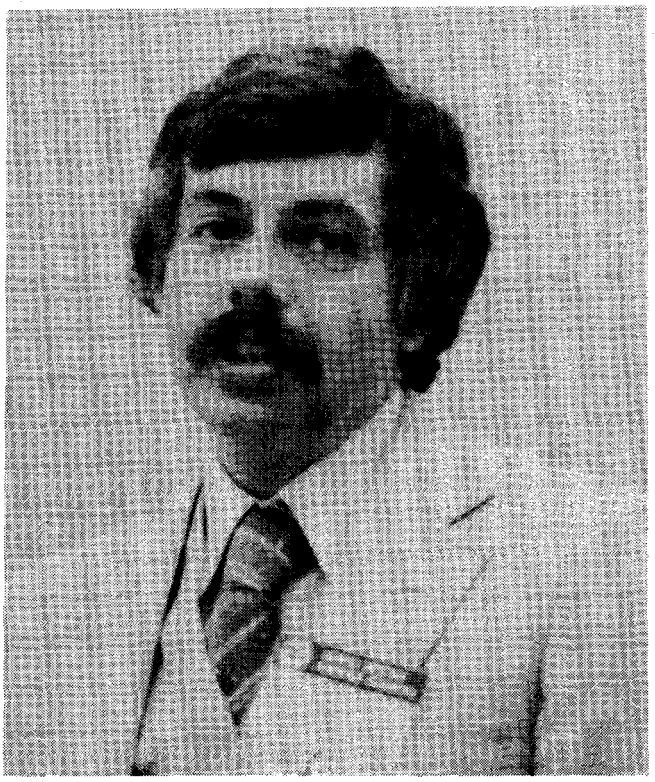
Coincidentally, the two most recent NIRA Presidents have taken office during NIRA Conferences held in their home towns. Dick Brown of Dallas-based Texas Instruments, Inc. assumed the Association's highest office at the annual Conference and Exhibit in Dallas. This year, incoming President Kirt Compton will become President at the meeting in Rochester, headquarters of his employer, Eastman Kodak Company. There is no established precedent for such a geographical tie to the Presidency and no special tradition involved.

When 1979–80 President Compton takes office in May, he will bring with him concentrated but varied experience in the Association. Compton was first elected to the international Board as a Region I Director in 1974. During that term, he served on the Research and Education Committee and the Conference Site Selection Committee. He gained hands-on experience in NIRA Conference and Exhibit planning as Co-Chairman for the 1975 Conference program. The following year, he was Program Chairman for the NIRA Conference and Exhibit in Milwaukee.

Also in 1975, Compton applied his interest in NIRA's development and growth as the Vice President of Regional Management. In that position, Compton developed the first written guidelines for regional management. While a member of the Executive Committee, Compton served on the Exhibitors and Personnel Committees. In 1977, he once again served his Region I constituents as a Director. He was elected President-Elect by unanimous vote in May 1978 and has served in that capacity for the past twelve months.



1978–79 NIRA President Richard M. Brown, CIRA as he took office in May 1978



1979–80 NIRA President Kirt T. Compton, CIRA after his election as President-Elect last May

As Executive Secretary of the Kodak Park Activities Association, Compton has accepted three NIRA Certificates of Excellence in the past three years. His program also earned two promotional awards, one in 1977 and another in 1978. Also in 1977, the Kodak Park program achieved the NIRA/Citizens Savings (now Eastwood) Award for overall excellence among employers with more than 10,000 employees.

Like many recreation professionals, Compton came to the field from another discipline. He began his career with Eastman Kodak as a technical writer, but left that occupation to pursue his primary interests, recreation and personnel management. He earned associates degrees in recreation and business and a bachelor's degree in personnel management. He was a Recreation Assistant with KPAA from 1968 to 1972, when he became Executive Secretary.

Compton plans to apply the principles of sound association management to his work as NIRA's chief executive. He said recently, about NIRA's members, "We know better than anyone that a mutual benefit organization either stagnates or moves ahead on the strength and commitment of its members."

Compton plans to marshall the Association's resources in the pursuit of three interrelated goals: membership growth, financial strength, and services delivery.

"We must increase our membership substantially to solidify our financial position," said Compton, and he continued, "We must gather financial resources to support the services our members need. Only when all these elements reinforce one another will NIRA function effectively and move forward." rm

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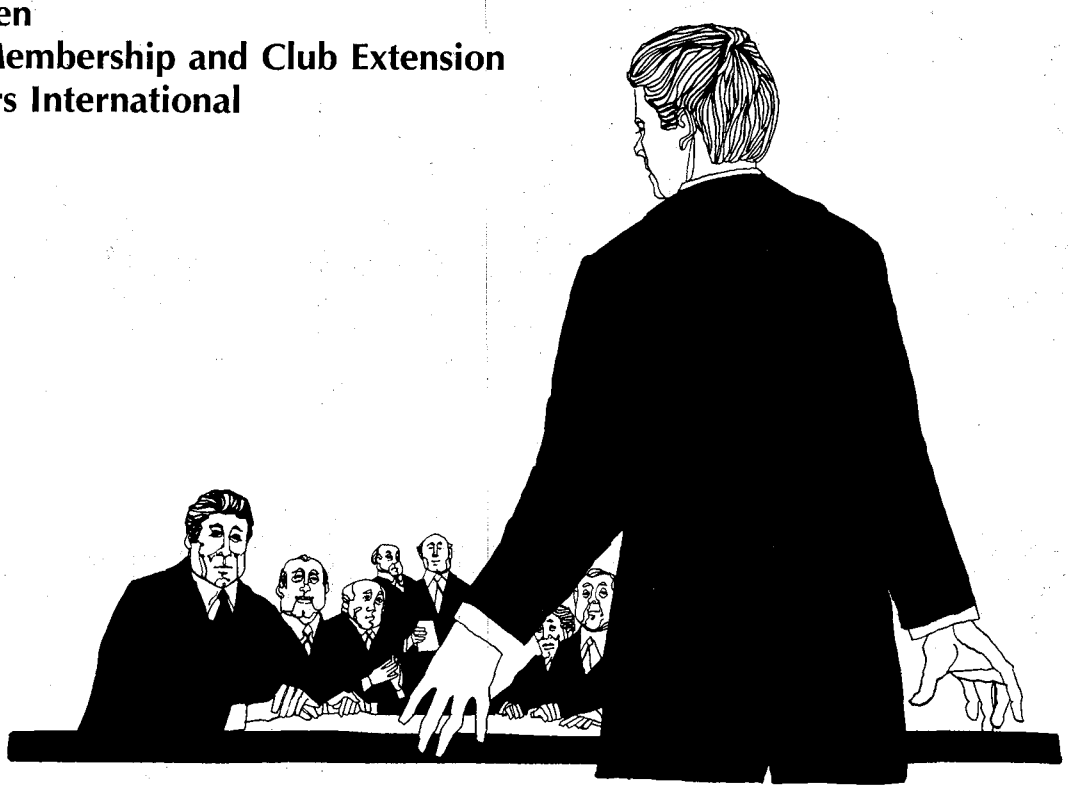
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CIRCLE READER SERVICE CARD NO. 7

Toastmasters Clubs

Management training as a recreation activity

with Alan LaGreen
Manager, Membership and Club Extension
Toastmasters International



Recreation programs can help train future business leaders by giving them responsibility for the planning, budgeting and administration of recreation activities. Many recreation volunteers, however capable they may be behind the scenes, however, freeze when placed before a group. Many can administer activities but have tremendous difficulty selling an idea or, more to the point, selling themselves.

Effective public speaking is a skill that requires training to develop. In businesses throughout the United States and Canada, employee groups have formed clubs, under the guidance of Toastmasters International, to learn and perfect those skills.

Clubs offer the encouragement and criticism of fellow members, within a structured training program provided by the international organization. More than 250 major corporations now sponsor in-house Toastmasters Clubs, including State Farm Insurance, Ford Motor Company, Bechtel Corp., Amtrak, Atlantic Richfield Co., General Dynamics, and Xerox Corp. Toastmasters Clubs are appropriate for sponsoring companies of all sizes, however, since the clubs are self-sustaining, at a low individual cost to club participants.

Toastmasters was organized 55 years ago in Santa Ana, California, where it is still headquartered. Its founder, Dr. Ralph C. Smedley, was an educator and YMCA leader. He founded his club on the belief that people should be able to obtain training in public speaking, outside traditional speech classes. Most of the early Toastmasters Clubs were community-based. Because Smedley was a devoted Rotarian, much of the structure of both the Toastmasters organization and its regular meetings copies the procedures of Rotary International.

Toastmasters Clubs meet weekly or bi-weekly. Four

or five speakers make presentations before the group. A like number of evaluators critique their work. A "toastmaster" presides.

An individual Toastmaster's initiation fee of $8 entitles him/her to a basic manual, containing separate progressive lessons. A separate speaking project for each lesson is designed to help the participant practice the skills outlined. For any given project—arguing pursuasively, for example—the club member is free to choose any speaking topic. A coupon at the back of each basic manual entitles the club member to receive the advanced manual at no additional cost.

A neophyte Toastmaster's maiden speech is the traditional ice-breaker, usually a simple four-minute self-introduction. At successive meetings, club members help one another master progressively more difficult projects.

The Toastmasters program is ideally suited for business applications. It was not until after World War II, however, that the clubs branched out from their community orientation into the business sector. Now, 250 of the organization's 3,700 clubs in the United States and Canada are company-based. Fully one-half of new clubs are employee groups.

In addition to the traditional basic and advanced courses provided by Toastmasters International for its club members, the organization offers a library of other learning packages. A recently released package, called the "Advanced Communication and Leadership Program," is aimed at the needs of business people. Like nearly all Toastmaster programs, it is designed for implementation in a Toastmaster Club.

The new program begins with basic, practical experience in using visual aids, giving product demonstrations, interpreting technical material for general audiences, representing business in the media and confidently handling difficult question and answer sessions.

The advanced program is divided into a series of modules, each of which consists of five specific speaking projects. Participants are invited to choose those topics of most interest to them. Among those covered are informative speaking, entertainment, public relations and conference leadership. Additional modules are in production by the Toastmasters staff.

The newest program, like most Toastmaster learning materials, is designed for member use only. A new series of cassette tape albums covering basic and advanced projects is one of the few teaching aids available for purchase by non-members.

Starting a Toastmasters Club is a relatively simple procedure. An interested sponsor has only to contact Toastmasters International headquarters. The organization's staff will provide the prospective organizer with introductory information and tips on how to form a club. It will also put the organizer in touch with an experienced Toastmaster, locally. The local mentor will work with the organizer to introduce Toastmasters to interested employees. The mentor will usually organize a group of twenty Toastmaster members who will conduct a demonstration club meeting, complete with member speaking projects and critiques. According to Toastmasters, the demonstration and encouragement of current members usually sell the prospective group immediately.

For more information and help in organizing an employee Toastmasters Club. Contact:

Alan LaGreen
Manager of Membership and Club Extension
Toastmasters International
2200 N. Grand Ave.
Santa Ana, CA 92711
(714) 542-6793

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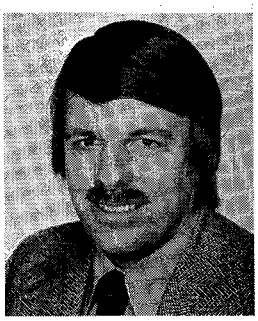
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TOURNAMENT NEWS



by Stephen D. Waltz, CIRA
Cummins Engine Company
NIRA Vice President,
Tournaments & Services

With summer nearing, preparations for upcoming Tournament and Service activities are nearing completion. This summer's activities include both Postal and Regional Golf Tournaments, a National Trapshoot, a Fishing Contest, and a Fun Run. All in all, a fine activity program is planned for member companies and their employees.

Golf Competition

Plans have been finalized for both Regional and Postal Golf programs.

Golf Digest, Inc. will co-sponsor this year's Postal Golf Competition. The activity has already started and will continue through the end of September. Entry into the Tournament is easy. All each program director must do is request entry forms from NIRA Headquarters, distribute them to league and tournament players, collect the scores, attest the scores, and return them to Tournament Coordinator, **Glenn Westover** (Babcock & Wilcox).

Date, sites, and tournament coordinators have also been finalized for this year's Regional On-Site Golf competition. They are listed in the accompanying table.

Golf competition rules and entry information will be mailed to program directors four to six weeks ahead of scheduled tournament dates for each NIRA region.

Trapshooting Competition

This year's Winchester/NIRA Trapshooting competition will be held on June 9 and 10. On Saturday, June 9, regional competition will be held at 23 sites throughout the United States and Canada. The national shoot will be held on June 10 with the eight regional winners competing against each other for the grand prize—a Winchester Model 12 Pump Trap Gun for each squad member. Runners-up will receive a Winchester Super X Trap Shotgun for each squad member. Regional winners and runners-up will receive cases of Winchester Double AA ammunition in proportion to the number of squads entered in each region. Rules of competition are as follows:

1. All NIRA member companies are eligible to participate in the shoot.
2. All shooters must be bona fide full-time employees of the companies they represent. Retired employees are also eligible to participate, as are immediate family members living in the households of eligible shooters.
3. Each team will consist of five (5) shooters. No shooter may participate on more than one team in this tournament.
4. Amateur Trapshooting Association (ATA) rules will govern throughout this tournament. Each shooter will shoot 100 targets: the first 50 targets from the 16 yard line, the second 50 targets according to the following team handicap scale:

1979 Regional On-Site Golf Competition

Region	Dates	Sites	Coordinator
I, II, VIII	October 6–7	Seven Hills, Akron, Ohio	**Hank Vaughn** (Goodyear)
III, V	August 25–26	French Lick Country Club, French Lick, Indiana	**Sue Siwicki, CIRA** (Bankers Life & Casualty)
IV	September 15–16	Inverrary, Lauderhill, Florida	**Chuck Rost** (Motorola)
VI, VII	October 13–14	Paradise Valley & Sahara Country Club, Las Vegas, Nevada	**Bill Bruce** (Motorola)

250–241: 24 yd. line
240–231: 23 yd. line
230–221: 22 yd. line
220–211: 21 yd. line
210–201: 20 yd. line
200–191: 19 yd. line
190–181: 18 yd. line
180–171: 17 yd. line
170 or less:16 yd. line

5. In case of a squad tie, there will be a 25 target shoot-off from handicap yardage. To break an individual tie, there will be a 25 target shoot-off from the 24 yard line.

6. If a team has a possibility of being in a shoot-off, the original five shooters must remain on the field. Because regional competition is taking place at more than one site within a region, first and second place site finalists must remain at the club until a regional champion is declared.

7. A team may shoot outside its home region if the distance to the designated club in its region would be a deterrent to that team's participating in the tournament.

8. Reloads to ATA specifications may be used. New ammunition will be available at clubs.

9. Professional shooters are ineligible to participate in this tournament.

Entry brochures have already been mailed to program directors. Additional information may be obtained from NIRA Headquarters.

Fishing Contest

Gene Miller, CIRA (Michigan Bell Telephone) reports that this year's Fishing Contest is underway. Contest rules are as follows:

1. The Contest is open only to bona fide NIRA member company employees, retirees and their immediate family members living in the same household, and NIRA Associate members who meet the same qualifications.

2. An eligible catch may come from any waters in the United States, Canada, or Mexico.

3. The fish must have been caught with a rod, reel, line and hook.

4. The catch must be witnessed by two (2) persons who must sign the entry form. The entrant must submit a photograph of the fish (preferably a close-up of the entrant holding the catch) with the witnessed entry application.

5. Trophies and prizes will be presented to the entrant who submits the largest fish in each category. Identical trophies and prizes will be awarded when two (2) or more fish in the same category weigh or measure exactly the same.

6. To be eligible for competition, an entry application must reach the NIRA Fishing Contest Coordinator within 60 days of the catch.

7. **All entrants are eligible for prizes through a special drawing** conducted by the Tournament Coordinator and a representative of the American Fishing Tackle Manufacturers Association, whose members will supply prizes.

Competition includes both fresh water and salt water categories:

Fresh Water	**Salt Water**
Bass, Largemouth	Bass, Sea
Bass, Smallmouth	Dorado
Bluegill	Kingfish
Muskellunge	Marlin
Northern Pike	Salmon
Perch	Yellowtail
Salmon	
Trout, Lake	
Trout, Rainbow	
Walley	
White Perch	

Contest entries will be accepted starting July 1 and will continue through December 1.

This 'n' That

Lou Mertens, CIRA (U.S. State Department) has indicated that plans are nearly complete for this year's **Fun Run.** Entrants will compete with employees from other NIRA member companies over a distance of 6,000 meters. Complete information will be available in the near future.

Postal Photo and **Bowling** Competition have just concluded. A note of thanks to **Jack Rinaldo, CIRL** (Atwood Vacuum) and **George Stark** (McDonnell-Douglas) for their untiring efforts for the bowling and photo events, respectively.

National Rifle Association/NIRA **Rifle/Pistol** competition has also concluded. **John Grubar** of the NRA provided excellent assistance for this contest. Competition results will be available in the near future. Trophies will be awarded at the NIRA Conference and Exhibit in May.

PLAN TO ATTEND

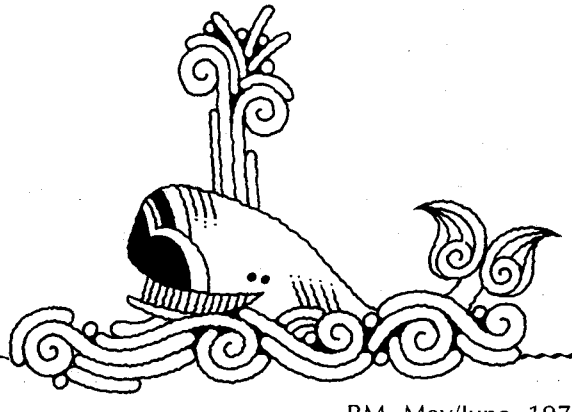


39th Annual NIRA Conference & Exhibit

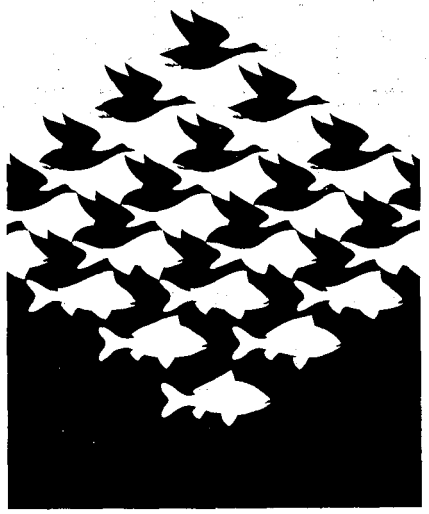
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For the individual sportsman, our "One-on-One" kit includes factual booklets, posters and bumper stickers which you can use to spread the word to your non-hunting friends. Or you can send them to school with your youngsters.

To help clubs improve their NHF Day activities or organize a program for the first time, there is a wealth of information in the updated Organizational Packet. It includes more than 50 different fact sheets, posters, sample ads, news releases, radio announcements, bumper stickers and many pages of proven ideas and suggestions.

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NIRA CALENDAR

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill—(312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Janet Harris—(614) 421-6940, ext. 2951.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5938.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid—(713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau—(313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme—(202) 554-6910.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Gloria V. Boyles—(212) 551-3201.

Northern California Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Jesse—(408) 446-7404.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

* * *

Region VII will hold its 29th annual Conference and Exhibit September 20-23, 1979 aboard the *Queen Mary,* Long Beach, California. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

38th Annual NIRA Conference and Exhibit will be held May 17-22, 1979 at the Americana Hotel, Rochester, NY. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

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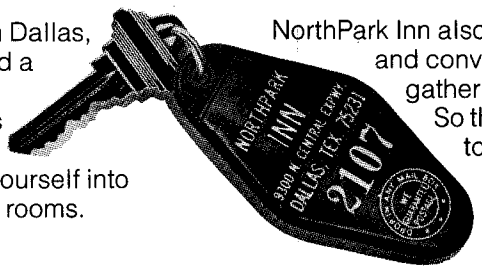
College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

Name three places where you can dine like a king, s eep like a baby, work like a Trojan and play to your heart's content!

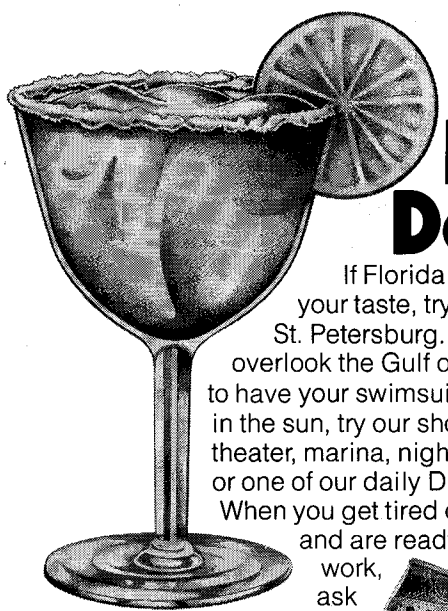
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The Happy Dolphin

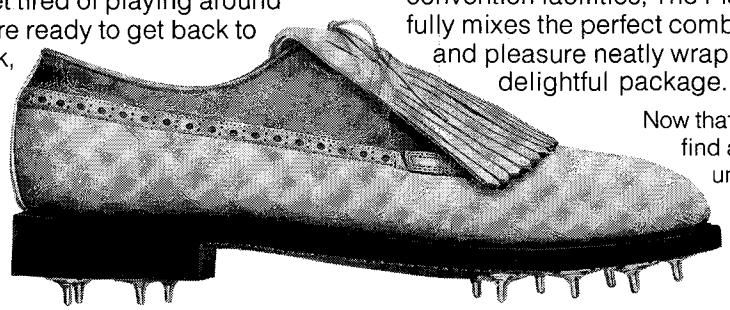
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Sales Dept., 4900 Gulf Blvd.
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CIRCLE READER SERVICE CARD NO. 2

EMPHASIS ON FITNESS

Before you propose a fitness program . . . page 22

SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

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JULY 1979 • VOLUME 22, No. 5

Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

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What is NIRA?

The National Industrial Recreation Association (NIRA) is a non-profit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Recreation Management* is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, return the reader service inquiry card in this issue.

ORGANIZATION ANNUAL DUES are based on number of employees eligible for your program.

More than 10,000 employees	(10)	$185
5,001to 10,000 employees	(6)	$155
1,001 to 5,000 employees	(4)	$125
Fewer than 1,000 employees	(2)	$ 75

( ) = Number of copies of *Recreation Management* Magazine included free as a member service

ASSOCIATE (Supplier) ANNUAL GRANT—Minimum $300

RECREATION MANAGEMENT

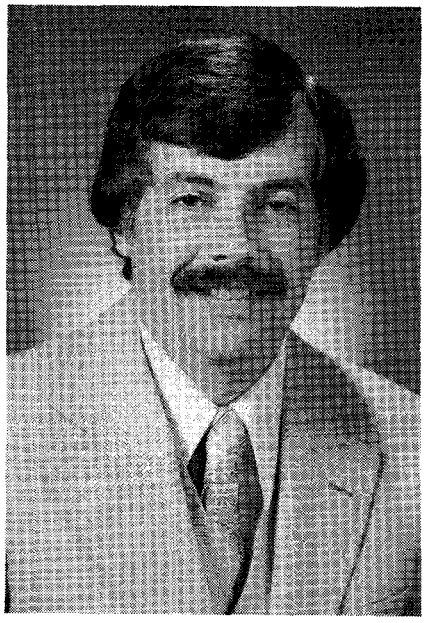
EDITOR **Mary P. Morris** | PUBLISHER **Patrick B. Stinson** | ADVERTISING **Michael T. Brown, CIRA**

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The NIRA President would like a word with you

. . . about our survival



Kirt T. Compton, CIRA
Eastman Kodak Company
1979–80 NIRA President

At the beginning of every new year in NIRA, we talk about our great potential for growth and service. That potential is increasing even as we talk. It is high time we did something about it. This is the hour in which we must evolve from a sometimes passive organization into an active one. Our survival depends upon it.

I am convinced that the primary mission for the NIRA President in the next year—and for several years to come—must be to alert the membership to this truth and help marshall our many individual resources to make critical growth possible. I am talking about a natural metamorphosis that must take place if we are to survive—let alone spread our wings and fly.

Our survival demands active leadership and active membership. Annual dues buy you membership in the Association. You decide what sort of membership it will be. Passive membership has its decided, though limited, value. It opens your mailbox to some NIRA services, including the packaged information and ideas in our publications. It associates you with *the* professional organizaton in your field. After that, you pretty much take what you get, unless you decide to take things into your own hands. I invite you to do so.

Our Annual Meeting during the NIRA Conference and Exhibit is the only organized forum for our entire membership. But not everyone can attend the Meeting. Even for those who can, that one mass meeting is far too large in size and short in length to accommodate the comments of all concerned members. I, like many of you, am not inclined to initiate discussion in a large and formal gathering in any event. I prefer talking with someone who is personally interested in listening and who is in a position to do something about my questions. During the coming year, I will be that position for you.

It is traditional for the incoming NIRA President to solicit the ideas of all members. "Give me a call" is a well-meaning but essentially meaningless invitation, unless it is accompanied by sincere personal follow-up.

The first order of business for me as your incoming President is actively to seek your involvement. I would prefer to call every member of the Association personally; but that is a practical impossibility. I have begun, however, by calling the individual members of the NIRA Board of Directors. I am asking all of them, as your representatives, to tell me what the Association must do for its members—and how those ideas can be implemented. I sincerely solicit your calls and letters, as well.

As an individual member, I have some ideas. I hope you will add yours. I believe that NIRA must address three basic, interrelated needs immediately. They are membership growth, financial strength and services delivery. The three go hand-in-hand. They must begin with you, the members. They will be nourished by your active support and will mature by turning back to you, in greater measure, what you give to the Association. Your active involvement at any stage along the way will help accelerate the process.

Please help activate our hopes for the future. Let me know what you need and how we can supply it. Here is where you will find me:

Kodak Park Activities Association
Eastman Kodak Company
Rochester, New York 14650
(716) 722-2502

Kirt T. Compton

Goodyear's Chairman of the Board supports employee recreation

RECREATION BECOMES A KEY FACTOR IN PRODUCTIVITY BY GIVING THE INDIVIDUAL STATUS AND RECOGNITION



C. J. Pilliod
Chairman of the Board
Goodyear Tire & Rubber Company

"Management has an obligation, wherever possible, to see that employees achieve a sense of personal satisfaction from what they do.

"Goodyear's early management strongly believed that there is a direct correlation between a healthy body and a person's ability not only to do his or her job, but also to enjoy fully the hours away from work. Thus, more than a half century ago, a large gymnasium was built opposite corporate headquarters in Akron. It has been in constant use ever since.

"We actively promote the idea of employees participating in sports and fitness activities. Our company has leagues for basketball, flag football, softball, bowling, volleyball, and golf. In recent years membership in our skiing, tennis, scuba diving and runners clubs has mushroomed, and cardiovascular fitness and regular use of our exercise facilities remain ongoing programs.

"Realizing that not everyone is cut out for active participation in sports and the more rigorous fitness activities, Goodyear sponsors 41 clubs that offer a varied menu of interests, ranging from bridge and amateur radio to boating, yachting and travel. A 1,400-seat theater provides a fine setting for the Goodyear Community Theatre. The 75-acre Wingfoot Lake Park is becoming one of the finest employee facilities in the country.

"The company sponsored its first Boy Scout troop in 1914. Today Goodyear is one of the largest industrial sponsors of scouting in the world. We also sponsor the world's largest hunting & fishing club with a membership of more than 5,000.

"All of this costs money. But we consider it money well spent, because it provides many opportunities for improved quality of life and lets our employees know we care about them over and beyond what they produce on the job.

"Recreation becomes a key factor in productivity by giving the individual status and recognition, as well as improving his or her morale. A diversified selection of activities for employees, members of their families and retirees is the fiber that joins our people into a well-knit, friendly group—on and off the job."

From ***Top Management Speaks***

Check the publications order form card at the back of this issue

ASSOCIATE PROFILE

Nautilus provides assistance to recreation directors

Nautilus Equipment, Inc., has expanded its services to include personal assistance for individuals or committees responsible for establishing and operating employee and executive fitness programs.

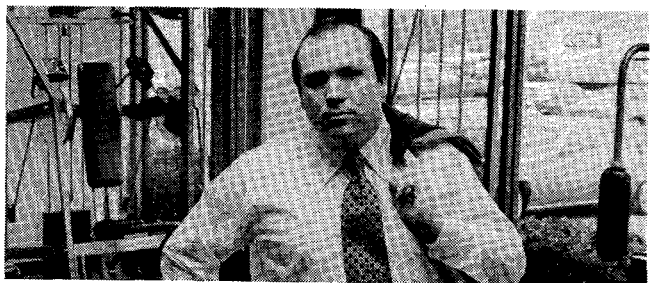
Dave Holton, general manager of the Dallas-based firm, has placed "top priority" status on the industrial and corporate recreational market as Nautilus Equipment continues its aggressive movement into areas outside the professional and collegiate sports market.

"The spectacular success of Nautilus in training of professional and university athletes, in prevention and rehabilitation of injuries, and in fitness programs for families and individuals throughout the nation, has created a demand for the equipment in corporate fitness and recreation installations," said Holton. "As more business leaders hear of the effectiveness of Nautilus, and as they use the equipment themselves in health clubs and fitness centers, they are urging their own companies to purchase and install the equipment for executive and employee use."

As a result, said Holton, "we are making our own time available to work directly with planners and managers of corporate and industrial recreational programs and installations, to select the right Nautilus equipment for a well-rounded fitness program within any size company."

Nautilus manufactures 28 individual machines, divided into four general groups for fitness and strength training. The four are: arm, neck, leg, and torso machines. Within these groups are machines that employ the unique Nautilus principle of variable resistance throughout the range of muscular motion, each of the machines giving attention to specific strength, flexibility, and endurance requirements.

Nautilus Equipment, Inc., is distributor for Nautilus machines in a 12-state area from Mississippi to Arizona and from Texas north to Nebraska and Iowa. For information on Nautilus, its basic principles, and how to plan and purchase a Nautilus installation for the corporate recreation or fitness program, contact Dave Holton, general manager, Nautilus Equipment, Inc., 14848 Venture Drive, Dallas, Texas 75234. Phone (214) 620-9400.



Dave Holton, general manager, Nautilus Equipment

CIRCLE READER SERVICE CARD NO. 2

ASSOCIATE PROFILE

Majestic Color Studios, Inc. offer family portraits



Majestic Color Studios, Inc., a nationwide photo portrait company, became a NIRA Associate member in 1978. The Studios offer full-color family portraits as an employee benefit or incentive program. Each participating employee receives a free portrait of his/her family—at no cost to the employer—regardless of whether the employee chooses to purchase additional portraits. Majestic profits from the subsequent sale of additional portraits to employees who are impressed with the quality of their gifts.

Majestic has received national endorsements from many organizations, including Beta Sigma Phi, the American Businesswomen's Association, the Distributive Education Clubs of America, Future Business Leaders of America and the United States Jaycettes. Recently, Majestic became the first photographic company to earn the privilege of displaying the Good Housekeeping Seal. All portraits produced by Majestic and Industrial Incentives Limited are covered by a money-back guarantee of satisfaction.

Industrial Incentives has worked closely with NIRA Region II members through the Toledo Industrial Recreation and Employee Services Council (TIRES). Wide acceptance of the program can be attributed to the immediate benefit to both employers and employees which the program provides.

Industrial Incentives Limited is eager to help NIRA and its members with employee benefit or incentive programs. Majestic will be glad to tailor a program to the specific needs of individual employers.

To obtain complete information and samples, without obligation, contact: John Rupert, Majestic Color Studios, Inc., P.O. Box 845, Cleveland, TN 37311—Phone (800) 251-6448 (Mon.–Fri., 9:00 a.m.–6:00 p.m./EST). **CIRCLE READER SERVICE CARD NO. 3**

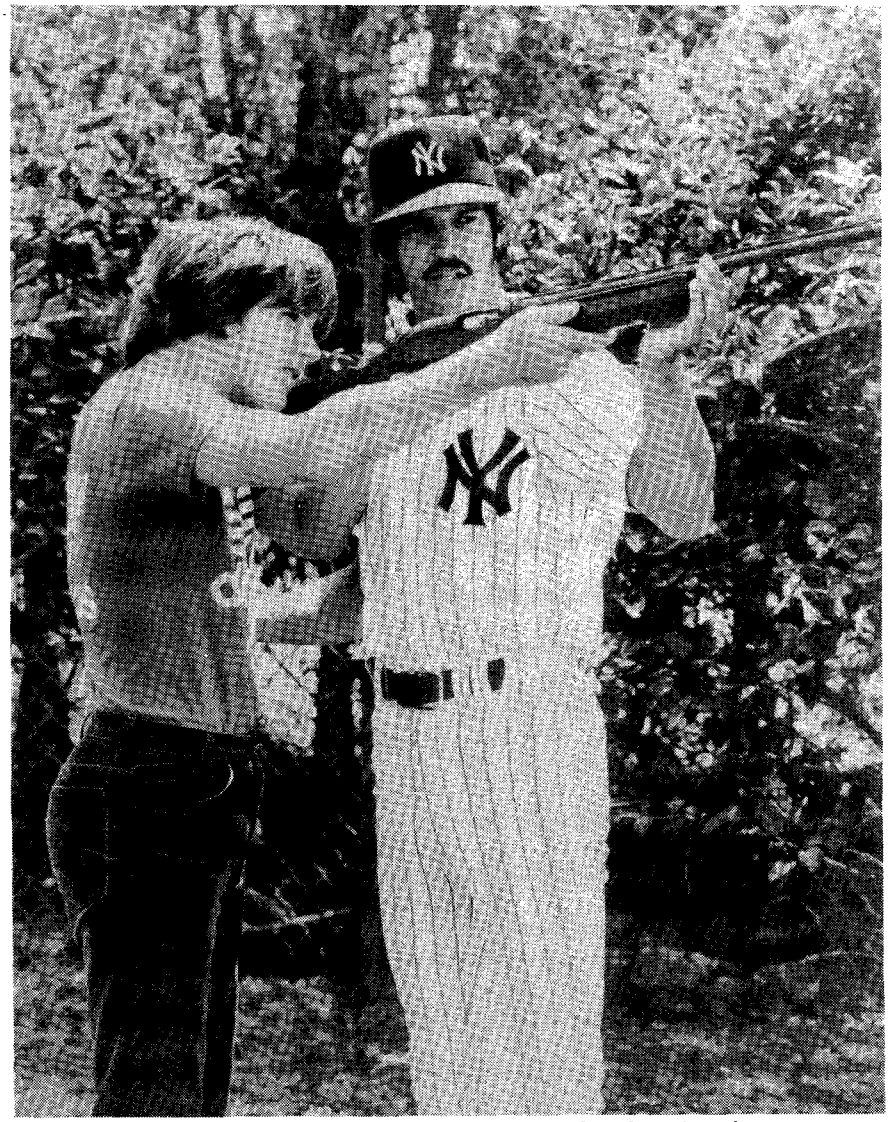
NEWS IN BRIEF

Yankee's Ron Guidry makes NHF Day pitch

Ron Guidry, New York Yankee pitching star and baseball's best pitcher in 1978, will also be making a pitch for the sportsman's role in conservation this year in his role as Honorary Chairman of National Hunting & Fishing Day, September 22, 1979.

Well known for his avid pursuit of the hunting and fishing sports as well as his accomplishments on the pitcher's mound, Guidry announced that he was proud to have the opportunity to serve as spokesman for the nation's sportsmen.

"Too few people are aware of the millions of dollars that sportsmen contribute to conservation each year, or of the thousands of hours they devote to local conservation projects," Guidry said. "Spreading this message is one of the basic purposes of National Hunting and Fishing Day, and I am happy to have this opportunity to help."



New York Yankee pitching ace Ron Guidry provides shooting tips to a young sportsman. Guidry is Honorary Chairman of National Hunting and Fishing Day, September 22, 1979.

September 22, 1979, will mark the eighth annual observance of National Hunting and Fishing Day. Since its first observance, the day has grown steadily in its size and impact. Millions of Americans now participate in an estimated 2,500 separate NHF Day activities each year. According to Honorary Chairman Guidry, "Through programs at sportsmen's clubs and shopping centers, lectures and poster contests in schools, and special stories in newspapers and magazines, National Hunting and Fishing Day has helped to show millions of Americans another side of hunting and fishing—the conservation side."

The unanimous winner of the 1978 American League Cy Young Award, Guidry won 25 games in 1978, while losing only three—the best winning percentage (.893) of any 20-game winner in history. He recorded an earned run average (ERA) of 1.74, the lowest for an American League lefthander since 1914, while establishing a New York Yankee record of 248 strikeouts in a season.

Guidry began hunting at age 5 when he accompanied his grandfather on hunting trips in his native Louisiana. He has been an avid outdoorsman ever since, which is the major reason he is 1979 National Hunting and Fishing Day Honorary Chairman.

Guidry praised the sportsmen who sponsor and organize local National Hunting and Fishing Day activities. "I was very impressed when I learned that the entire job of organizing National Hunting and Fishing Day programs is done by volunteer sportsmen," he said.

Additional information on National Hunting and Fishing Day is available from NHF Day, 1075 Post Road, Riverside, CT 06878.



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CIRCLE READER SERVICE CARD NO. 4

Fitness boom spurs sporting goods sales

The American "exercise ethic" will help sales of sporting goods reach nearly $7 billion by 1990, almost triple their 1977 figure, according to an industry study recently made public by the Research Group of Predicasts, Inc., a Cleveland-based business information and market research firm. Also encouraging recreational spending are increases in both leisure time and the proportion of households in higher income brackets. Boom items include racquetball equipment—which will increase over 1,000 percent by 1990—and cross-country skis.

"However, skateboard sales are expected to dwindle to less than half their current level by 1990—good news for concerned parents," said Keith Mishne, author of *Sporting Goods*.

Both age distribution and regional housing trends have an impact on the mix of recreational spending. Due to the declining growth expected in the 5–24 year-old population segment, youth-oriented products such as skateboards or sandlot baseball equipment are faced with a shrinking market potential through 1990. Conversely, products that appeal to a wide age bracket such as tennis, golf and bowling equipment, as well as jogging paraphernalia, will find expanding market opportunities.

Regional population trends clearly influence recreational spending.

SELECTED SPORTING GOODS
(million dollars)

ITEM	1965	1977	1990
Total Sporting Goods Sales*	575.9	2557.0	6600
Selected Series (US mfrs shpts)			
Racquetball equipment	—	22.1	265
Cross-country skis	—	.4	12
Skateboards	9.0	360.0	165
Golf clubs	45.0	165.0	420
Baseballs	8.6	30.0	80
*US manufacturers shipments; plus imports, less exports			

Source: Predicasts, Inc.; Cleveland, OH

continued on following page

With nearly 55 percent of the population expected to reside in the South and West in 1990, and the vast majority of this group in the "sunbelt" areas, participation in warm weather outdoor activities will expand significantly. Consequently, sales of associated sporting goods such as golf or water sports equipment will benefit due to both increased playing opportunities and sheer population growth.

Another factor in the growth of sporting goods is the technology that transforms sports normally restricted to one season into multi-seasonal activities. For example, while ice skating rinks and indoor tennis courts enable enthusiasts to enjoy these sports year-round, snow-making equipment extends the skiing season.

The sporting goods industry is highly concentrated, with the twenty largest companies accounting for nearly 50 percent of shipments value. Over 1,600 companies manufacture sporting goods and, although most specialize in one or two products, the largest producers have diversified product lines.

Net imports reached $330 million in 1977, nearly 13 percent of all recreational equipment sold in the U.S., and are projected to reach over 17 percent by 1990 because of two factors. First, labor intensive products such as wood tennis rackets and skis are less expensive to manufacture in countries with low wage rates. Second, certain countries have developed a product expertise that is not matched by U.S. manufacturers, particularly in the area of skiing and ice-skating equipment.

Sporting Goods (No. 169), a 109-page report, is available from Predicasts, Inc., 11001 Cedar Avenue, Cleveland, Ohio 44106 at a cost of six hundred and twenty-five dollars ($625.00) per copy.



New Games releases resource catalog

New Games Foundation has announced the publication of its first *New Games Resource Catalog*. The catalog reviews a wide selection of books, games equipment and New Games materials. The non-profit Foundation calls it "the most complete catalog of its kind in existence."

New Games Foundation is an educational organization created in 1974 to foster a style of play that encourages safe, rewarding participation by all people. It is financed through a combination of fees from training programs, sales of literature and equipment, royalties, and donations. Its training program, conducted semi-annually at sites throughout the United States, is subsidized by a grant from the Charles Stewart Mott Foundation.

The literature section of the catalog includes reviews, illustrations and excerpts from 25 books on different aspects of play such as play and culture, street games, mime, play as a part of a school curriculum, and adventure playgrounds. The books range from scholarly and theoretical texts to games collections.

For more information, contact New Games Foundation, P.O. Box 7901, San Francisco, CA 94120—Phone (415) 664-6900.

Toll free directory for 1979 available

Area Code 800 numbers for hotels, airlines, government agencies and hundreds of businesses are available in a new catalog called (of course) *Area Code 800*. The directory is organized like the yellow pages of a typical telephone book, with a supplementary index. For each organization listed, the book provides the toll free number, the main office address, the local phone number and additional descriptive information.

The 1979 edition of the book costs $9.95, post paid. California residents must add appropriate sales tax. Payments must accompany orders from individuals. To order a copy, send check or money order for $9.95 to Dept. T3, Lansford Publishing Co., Inc., P.O. Box 8711, San Jose, CA 95155. **rm**

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CIRCLE READER SERVICE CARD NO. 5

TOURNAMENT NEWS



by Stephen W. Edgerton, CIRA
Xerox Corporation
NIRA Vice President,
Tournaments and Services

July marks the first month in which I will report to you as NIRA Vice President of Tournaments and Services. I thank the NIRA voters for my election, at the May Annual Meeting, to this two-year term. I am also grateful to my predecessor, **Steve Waltz, CIRA** (Cummins Engine Co.) for his assistance during the transition.

We plan to continue the "Tournament News" column, initiated by Steve several years ago, as a regular update on NIRA tournaments and services. I sincerely hope, from the outset of my term, that NIRA members will make this communication a two-way street by sending me their candid comments, criticisms and suggestions. The Tournaments and Services Committee of the NIRA Board must know how the Association's members evaluate our present programs in this area and how they feel we can improve them. We also solicit ideas for new offerings.

Please drop me a note or give me a call at Xerox Corp., 99 Catalpa Rd., Rochester, NY 14617—(716) 422-4100.

Current Activites Update

Steve Waltz provided a detailed summary of ongoing NIRA tournaments in his final column in the May/June issue of *RM*. As he indicated, **Postal Golf** competition is underway, with the help of co-sponsor **Golf Digest, Inc.** The activity will continue through the end of September. Entry forms are available from NIRA Headquarters. **Regional On-site Golf** competition will run from August through October in four locations in the U.S. Members from all countries are eligible to participate. Rules and entry forms will be mailed to program directors four to six weeks ahead of scheduled tournament dates for each NIRA region. On-site Golf Tournament coordinator is **Glenn Westover** (Babcock & Wilcox). The annual NIRA **Fishing Contest,** under the experienced coordination of **Gene Miller, CIRA** (Michigan Bell Telephone Co.) will run from July 1 through December 1, 1979.

We will have results for publication soon on the recently completed **Photo, Rifle/Pistol** and **Trap-shooting Contests.**

Better Bowling Tournament

NIRA bowlers will be glad to hear of several significant improvements in the NIRA Bowling Tournament. **Jack Rinaldo, CIRL** (Atwood Vacuum Machine Co.), who coordinated the last tournament under an older system, suggested a new format which was adopted by the Tournament and Services Committee at its May 1979 meeting. Rinaldo has agreed to coordinate the next tournament.

The upcoming tournament will run from November 1, 1979 through February 28, 1980. We will declare regional, as well as overall, winners. Winners will receive individual patches as well as team trophies. Tournament rules and entry forms will be simplified. Entry forms will be mailed directly to eligible organizations well in advance of the tournament. Additional publicity and progress bulletins will provide periodic updates while the contest is in progress. *RM* will carry a full contest introduction in the fall and publish results the following spring.

Improvements in the Bowling Tournament have been the result of participant input and the work of a dedicated new tournament coordinator. We hope that this kind of active involvement will bring new vitality to the entire Tournaments and Services program. rm

KEY NOTES

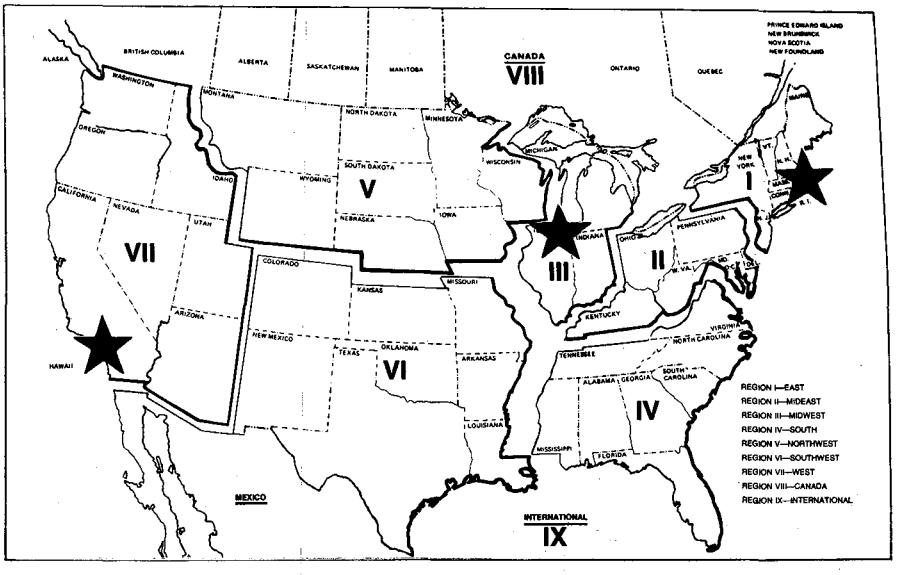
PROGRAMMING IDEAS FOR EMPLOYEE RECREATION AND SERVICES

ANOTHER MEMBER SERVICE
Contact NIRA Headquarters for information

NIRA NEWS

Regional Conferences set for Fall 1979

Three of NIRA's nine regions will hold Conferneces this Fall. Each meeting well be hosted by a local Industrial Recreation Council and be open to delegates from every other region. The calendar includes events on each coast of the continent and first-time as well as traditional efforts.



Region I

An ambitious new Industrial Recreation Council has hit the deck a-running on the East Coast. The Massachusetts Industrial Recreation Council (MIRC) will host the first Region I Conference, September 14–16, 1979 at the Sheraton-Boxborough in Boxborough, Massachusetts.

MIRC President **Alice Bucca** (Digital Equipment) is Conference Coordinator. Region I delegates elected her to a year-long term as NIRA Senior Director at the NIRA Conference and Exhibit last May.

NIRA Region I encompasses eight states in the northeastern United States: Maine, Massachusetts, New Hampshire, Vermont, Connecticut, Rhode Island, New Jersey and New York. The region welcomes members from NIRA's other eight regions to attend.

For information, contact Alice Bucca—(617) 493-3318.

Region III

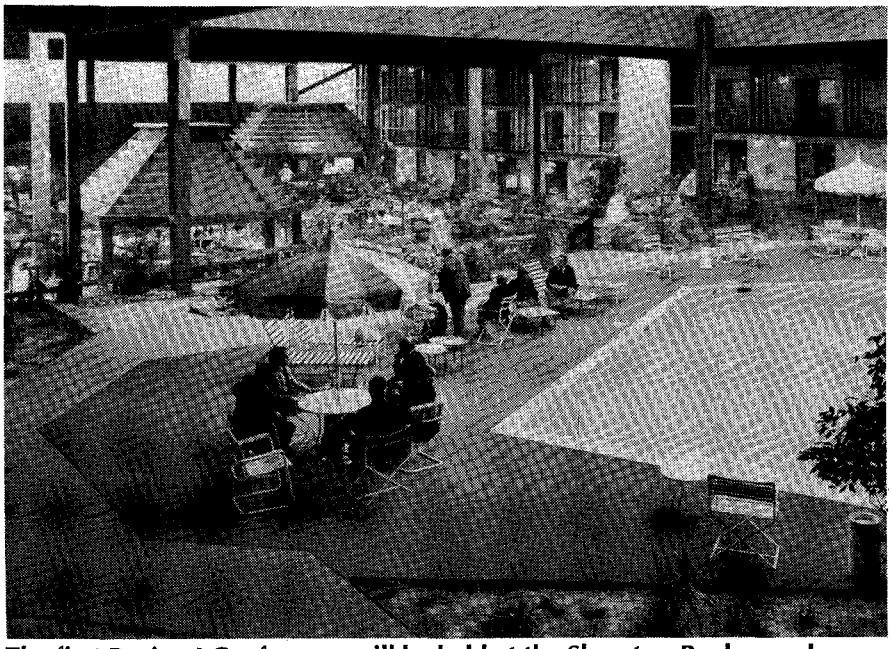
A countryside setting outside Chicago will be the site of Region III's Third Annual Conference this Fall. For the first time, the event will cover more than one day. It is scheduled for October 10–11, 1979 at Fermilab in Batavia, Illinois.

Region III leaders, including past Director **Susan Siwicki,** CIRA (Bankers Life and Casualty Co.) and **Helen Ecker-McCulloch** (Fermilab), will announce the basic program in July.

For information, contact Susan Siwicki, CIRA—(312) 545-7701.

Region VII

NIRA's members in the west will float a new kind of Conference in 1979 when the Orange County Industrial Recreation Council hosts the 29th Annual Western Region Conference and Exhibit, September 20–23, 1979 aboard the *Queen Mary*. The famous luxury liner, now permanently moored at Long Beach,



The first Region I Conference will be held at the Sheraton-Boxborough, near Boston, Massachusetts.

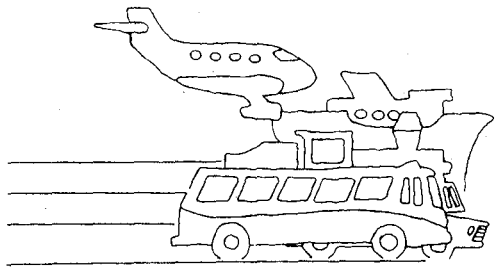
California, promises a memorable event.

The western meeting this year will emphasize the value of employee programs to the business enterprise with the nautical theme, "Passport to Employee Effectiveness."

The region will also hold its annual regional business meeting during the Conference and Exhibit.

Conference Chairman is **Phyllis Smith, CIRA** (Hughes Aircraft Co.), Region VII Senior Director. **Graham Stewart** of Queen Mary Tour is Exhibitor Chairman. Registration will be organized by **Dorcas Cleworth** of the Orange County Industrial Recreation Council. Registration fees for delegates will be $70.00; an exhibit booth will cost $285.00.

For delegates' information, contact Phyllis Smith, CIRA—(714) 732-2432. For information on exhibits, call Graham Stewart—(213) 435-4747.



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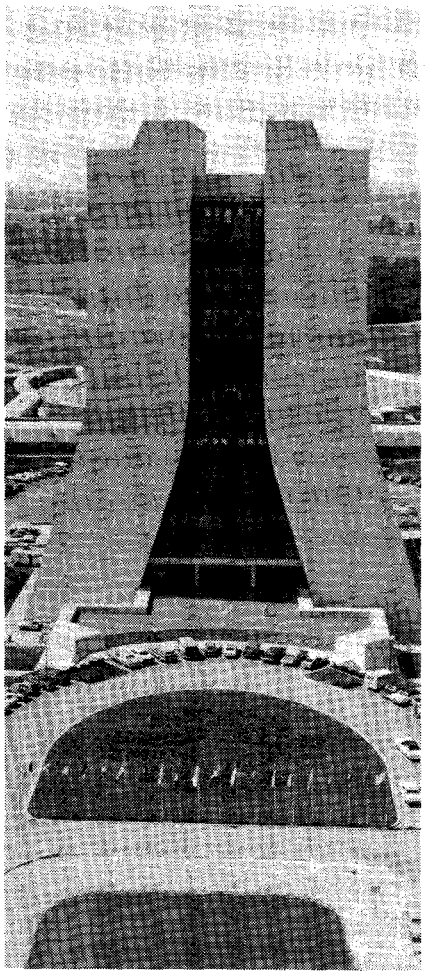
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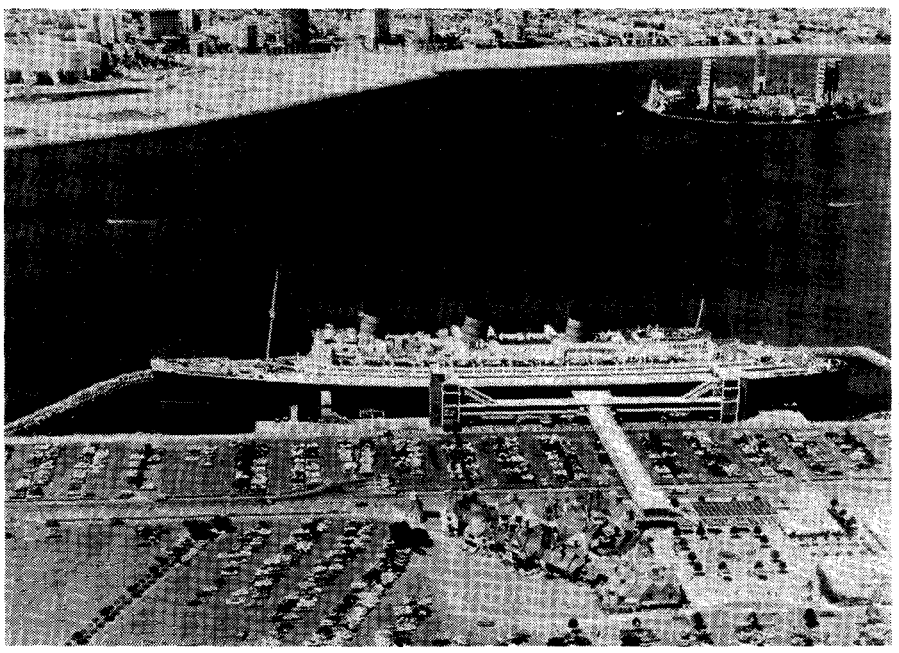
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Fermilab's modern Central Laboratory, will be the site of the Region III Conference, near Chicago.

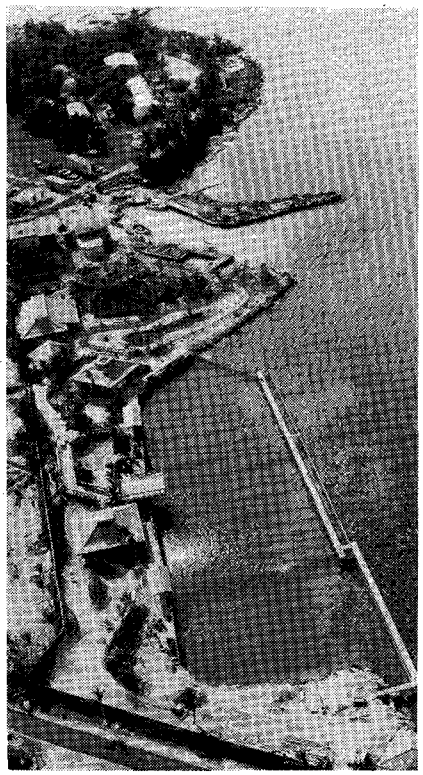


The *Queen Mary*, docked at Long Beach, California, will be the site of the Region VII Conference and Exhibit.

Shark Institute opens at Sea World

Sea World Inc. has opened to the public the grounds of its collecting and research center called Sea World's Shark Institute. Located in the Florida Keys, the Institute is the fourth marine life park to be established by the San Diego-based company. It will be managed by Sea World of Florida, itself located in Orlando near Walt Disney World.

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Sea World's Shark Institute in Florida occupies a 6.5-acre site, nearly half of which is under water.

The Institute, developed at a cost of $1.3 million, is located on a 6.5-acre site of which 3 acres are under water. In the major display basin, the Shark Lagoon, such shark species as lemon, bull, tiger, nurse, brown and bonnethead are exhibited. The 300-ft. long natural cove is bordered by wooden decks and an elevated lookout point called the Shark Watch. Daily feedings by members of the Institute staff are scheduled to allow the public to observe animal health and maintenance procedures.

Onshore, in a protected, serpentine moat called the Shark Shallows, smaller (though not necessarily less aggressive) species of sharks, rays, skates and sawfish are displayed. Crisscrossed by a series of wooden footbridges, the Shallows was designed to allow the closest, yet safest possible viewing of the shark and his cartilaginous kin.

In the 10,000-gallon aquarium known as the Coral Reef, anemones, crabs, turtles and the brilliantly colored fish which typify the fauna of tropical coral reefs are displayed. The exhibit, in fact, is a recreation of just such a reef. Here, as elsewhere on the Institute grounds, narrators will detail such phenomena as the aquatic food chain, adaptive coloration or territoriality. Nearby, at the World of the Sea, smaller aquariums house fish representative of the world's oceans.

Under consideration for future development are an above-ground shark aquarium (similar to that completed earlier this year at Sea World of San Diego and to that scheduled for construction at Sea World of Florida in 1979) and a marine mammal research facility. Sharks for the San Diego aquarium were collected by the Institute aquarium staff, then flown to California in what was the largest shipment of sharks in history.

In addition to stocking research and display basins, the Institute staff will collect sharks for qualified zoos and aquariums and educational and research institutions around the world. Laboratories and dormitories for use by visiting research teams are available for incidental or short term use.

Sea World's Shark Institute is 68½ miles north of Key West and 90 miles south of Miami, both major tourist destinations themselves. Hours are 9 a.m. to dusk daily. Admission if $3.50 for adults; $2.25 for children 4–12. Parking is free. **rm**

NAMES IN THE NEWS

Brown accepts new NIRA staff position

Michael T. Brown, CIRA has returned to fulltime staff status at NIRA headquarters in Chicago. He has accepted the position of Marketing Director for the Association.

The marketing post, authorized by the Board of Directors less than a year ago, includes responsibility for advertising and exhibit booth sales as well as Associate member promotion and services. Brown had served as NIRA Assistant Executive Director. In that capacity, he was responsible for general membership promotion as well as assistance with a variety of membership services. His acceptance of the marketing directorship follows a brief absence to assist with family responsibilities outside of Chicago.

Brown rejoined the NIRA staff at the opening of the May 1979 NIRA Conference and Exhibit in Rochester, New York. There, he met every exhibitor and renewed the working relationship with the NIRA Board that began when he first joined the NIRA staff in June 1977.



Mike Brown, CIRA

Prior to his professional association with NIRA, Brown served as a Director, representing Region III. As Activities Coordinator for R. R. Donnelley & Sons Company in Chicago, Brown was instrumental in organizing his local Industrial Recreation Council, the Chicago Association for Recreation and Em-

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ployee Services (CARES). He served as the Council's first President.

"Mike's wide range of first-hand experience makes him ideally suited for the new job he will be handling for us," said Executive Director **Patrick Stinson** during the recent Conference and Exhibit. "As a former recreation director and IRC President, he understands the perspective and needs of our members. As a past member of our Board, he has a thorough knowledge of the Association's policies and potential. As an experienced member of the headquarters staff, he can tap every resource in the Association throughout the year and during the annual Conference and Exhibit. For all these reasons, I am confident that he'll do an excellent job in fortifying the financial strength of NIRA."

DeLuca named Jaycee Man of the Year

Frank A. DeLuca, CIRA has been named Man of the Year by the Stratford, Connecticut Jaycees. DeLuca is a Junior Director from NIRA Region I. He is Manager of Community and Employee Relations for AVCO Lycoming-Stratford Division.



Frank DeLuca, CIRA

The Stratford Junior Chamber of Commerce awarded DeLuca its Raymond J. O'Connor Memorial Community Service Award for his long and distinguished record of personal and professional service to his community.

In his position at AVCO Lycoming, DeLuca has been responsible for the company's employee recreation and services program as well as community relations. Under his supervision, the company has compiled one of the nation's outstanding blood donation records in a program that has three times resulted in state and national high marks for a single day's bloodmobile visit. DeLuca and the company's employees were cited by President Lyndon B. Johnson in 1968 for distinguished service to Connecticut's blood program.

In addition to his leadership of NIRA, DeLuca is a member of the Board of Directors for the Stamford

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Chapter, American Red Cross. He also serves on the Board of Governors of the Employee Tuberculosis Association, the Board of Managers of the YMCA-Stratford Branch and the Advisory Board of the Boys' and Girls' Club of Bridgeport, (Connecticut) Inc.

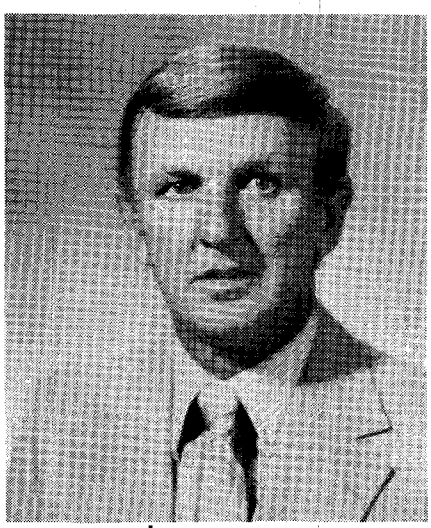
DeLuca was recently named Chairman of the Greater Bridgeport Industrial and Employee Fund Drive for the United States Olympics. The AVCO Lycoming Management Club has accepted the project for 1979 and will assist DeLuca in raising funds for the Games.

Leonard forms program at National Semiconductor

Kenneth J. Leonard has been named Corporate Manager of Recreation for National Semiconductor Corp., Santa Clara, California. He has established a wide range of social, athletic and cultural activities, with particular emphasis on family participation.

Prior to joining National Semiconductor, Leonard was head of the employee program at Lockheed-Sunnyvale, a post he held for fourteen years. He was Director of Recreation for Salt River Project in Phoenix from 1959 to 1965. Both the Lockheed and Salt River programs won the NIRA/Citizens Savings (now Eastwood) Award for overall excellence during the times when Leonard headed them.

Leonard is Executive Vice President of the newly created Northern California Industrial Recreation Council and teaches a class in industrial recreation at DeAnza College in Cupertino, California.



Ken Leonard

Ovlen leads program at Lockheed-Sunnyvale

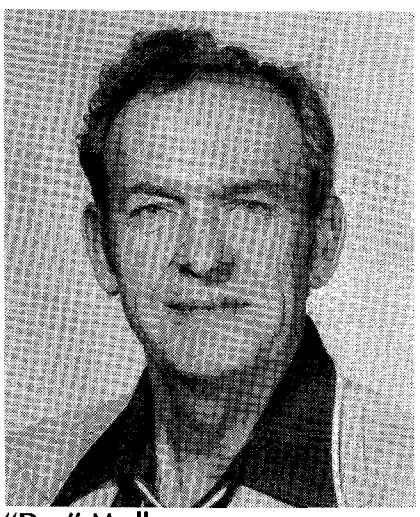
Eric Ovlen is the new Executive Director of the Lockheed Employees' Recreation Association (LERA). He assumed his new position in March 1979, following the resignation of Kenneth Leonard.

Ovlen has been a recreation professional since 1961. He worked as a recreation administrator for the City of Oakland, California for seven years and for the city of San Leandro, California during the preceding six. He spend one year as Executive Director of Bay Area United Cerebral Palsy. In 1976, Ovlen joined LERA as Assistant Executive Director. He left two years later to enter private business, but was rehired when the top slot in LERA opened.



Eric Ovlen

Ovlen has a B.S. in recreation administration from California State University at Hayward and has a life-time California college teaching certificate in recreation. He has taught college-level recreation courses and is a college and high school football official.



"Doc" Medley

"Doc" Medley retires

N. L. "Doc" Medley has retired from his position as Special Services Director at the Naval Training Center in Orlando, Florida. Medley will be remembered in NIRA as the capable Program Chairman of the 1977 NIRA Conference and Exhibit, held in Orlando. rm

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Inside/Out: What is fitness?

And what must the most basic conditioning program accomplish?

by L. W. Organ, M.D.

Atherosclerosis is a disease, not a natural part of growing older. Beginning at age 30 in men, and age 40 in women, it is the single largest disease problem in the United States. The tragedy is that it needn't be.

To understand the disease's effects, consider the roots of it's name. *Athero* refers to fatty plaques deposited on the inner lining of arteries, including coronary arteries. These plaques can grow in size and ultimately block the artery, resulting in a heart attack. *Sclerosis* refers to hardening of the wall of the artery. This causes resistance to blood flow through the artery to increase because the artery is not so distensible. Increased resistance can be overcome only by increased blood pressure, which results in hypertension.

Why do we get atherosclerosis? We eat too much and exercise too little. It is part of our lifestyle or, perhaps lack of style. Japan has a relatively low death rate from atherosclerosis; but move a Japanese family to California and within two or three generations its mortality rate from coronary artery disease will be the same as for other Americans.

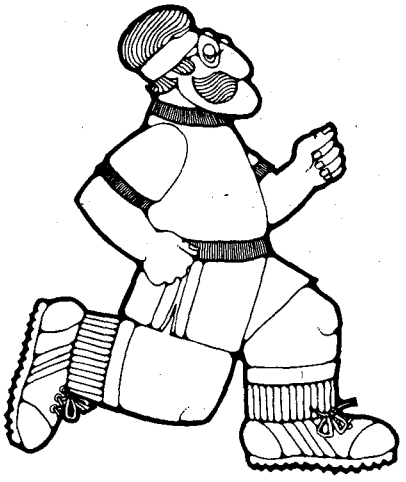
That is the sad part of the story. There is a happy part, however—a part that tells us that the body is the only machine that improves with use. If it is exercised, it will respond magnificantly. Leave it alone and it will decondition. For example, a sedentary man of 60 will have lost half the fitness he had as a youth. Exercise is the key; but not just any kind of exercise will promote fitness. For reasons to be explained later, good exercises include jogging, cycling, swimming and rope-skipping. Popular sports including tennis, volleyball, raquetball and golf are fun; but they do not bring about basic fitness. In fact, without proper conditioning to promote fitness, they can be harmful. Good exercises involve rhythmic contractions of large muscle groups. "Not good" exercises are characterized by intermittent bursts of activity between relatively long quiet periods. There is the occasional exception, as in fierce competition, but this does not apply to the vast majority of people who participate in these sports. This is not to deny that recreational sports involve exercise. They do; but not the kind that will lead to cardiorespiratory fitness.

There are three kinds of physical fitness:

1. Cardiorespiratory (Endurance)
2. Strength
3. Flexibility

Cardiorespiratory fitness is what we mean when we talk about fitness. It means a healthy heart, one that idles lazily during normal activity and responds with ease to increased demand. It involves healthy lungs capable of supplying oxygen as quickly as required. It is the kind of fitness that allows us to sustain an increased level of activity and, therefore, is often called endurance. It concerns fitness in a broader sense as well, because endurance means to last, to live.

Strength is a completely different kind of fitness. It is obtained by weight training in which muscles are required to contract against increasing resistance and become, as a result, progressively stronger. Strength



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fitness is a desirable adjunct to endurance fitness because muscle tone and definition, as well as strength, improve. Strength should be promoted in addition to, not instead of, endurance.

Flexibility, or joint mobility, is not in the same category of importance as either endurance or strength. Generally speaking, there is no limit to the amount of endurance to be gained nor, within reason, is there a limit to desirable levels of strength. With flexibility, however, an ordinary degree is sufficient. In fact, increase in flexibility beyond normal joint range may, over the long term, be injurious.

Mention fitness, and the word *aerobic* appears. *Aero* refers to air, and air, from our point of view, is oxygen. All muscles require energy to perform their work. This energy is available from glucose, a sugar which is stored in large quantities within muscle. The energy can be released from glucose in one of two ways: (1) oxygen *(aerobic)* or (2) without oxygen *(anaerobic)*.



Cardiorespiratory fitness is what we mean when we talk about fitness.

The amount of energy released aerobically is much greater than in anaerobic release. With aerobic work, oxygen, transported from the lungs to the working muscles via the circulation, combines with muscle glucose to release the energy stored in the glucose. Your ability to transport and utilize oxygen in this manner is the basic measure of cardiorespiratory fitness. This measurement is obtained from a stress test on a treadmill or bicycle ergometer, and is expressed in terms of your maximum rate of oxygen utilization. The higher it is, the more fit you are.

Anaerobic work occurs when the oxygen supply to muscle is inadequate, as it is when you are beginning exercise. Because the demand must come before the response, there is time lag between the demand for increased oxygen for working muscles and the physiologic responses of increased heart rate, increased blood pressure and so forth. In the meantime, the higher energy requirements are met by anaerobic release of energy from muscle glucose. The purpose of a warm-up period before exercise is to allow time for the response to increased oxygen need and minimize the amount of anaerobic muscle work. Any muscle requires oxygen to continue functioning. This is especially true of the heart muscle because it also requires more oxygen for its increased workload. The effect of prolonged anaerobic work on the heart muscle is obviously more ominous than in a working muscle of a limb.

What physical changes result from endurance exercise? Possibly, but not definitely the following:

(1) Lower blood pressure
(2) Lower triglycerides
(3) Increased coronary circulation

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They might even be under the dangerous misconception that hypertension (the fancy name for high blood pressure) only occurs under stress situations. It doesn't.

For literature about these and other high blood pressure misconceptions, how to set up a company work session, or obtain a speaker, write to Jerry Wilson, The High Blood Pressure Information Center, 120/80 National Institutes of Health, Bethesda, MD 20014.

It's in your company's interest to do so. Because some of your best employees may have hypertension. And they can't give you their best for long, if they're laboring under a dangerous misconception.

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What is definite is the change in the heart muscle itself. It becomes larger and stronger with the overall effect that the volume of blood ejected from the heart into the circulation with each contraction, the stroke volume, becomes greater. The amount of oxygen that can be carried in the blood to working muscles depends on the volume of blood pumped by the heart. This is called the cardiac output, and is defined as: *heart rate x stroke volume.*

Since the fit individual has an increased stroke volume, heart rate ("pulse") can be lower and still maintain an adequate cardiac output. That is why resting heart rate decreases as physical fitness increases.

Increased stroke volume can be obtained only by exercising the heart, by increasing heart rate and maintaining this increase for a minimum period of time. Any exercise that does this is an endurance exercise. The best in this category are jogging, cycling, swimming and rope skipping. The increase in heart rate must be beyond a certain level in order to improve cardiorespiratory fitness. A curious fact about maximum possible heart rate is that it depends not on fitness, but on age. As we get older, our maximum possible heart rate decreases. There are charts available showing maximum heart rate for each sex and various age groups. For exercise to be of benefit, heart rate must be maintained at 70% of the maximum possible for your age. If it is not, then the exercise did not help—if what you intended was to improve cardiorespiratory fitness. As fitness improves over several months, the intensity of exercise should increase until heart rate is maintained at the 85% level.

The next question, of course, is how often this maximum level should be reached and how long it should be sustained. If you maintain it for fifteen minutes every other day, you can be proud of yourself. Five or more times per week is too heroic and not really necessary. Twice per week is a poor show, and excusable only once in a while.

Finally, one of the most basic questions in fitness must he answered: will exercise ensure long life? It may, but it is not yet certain that it will. Exercise will, however, give reasonable assurance that you will not drop dead prematurely. Remember that the basic difference between a fit and unfit individual is that the former has a greater stroke volume and lower heart rate. Therefore, when there is a sudden call for oxygen to support increased muscular effort in a demanding situation, this call is much more easily met by the fit individual. Remember also that the heart is a muscle, and it too requires increased oxygen. If this need cannot be met, there is the danger that an oxygen deficit to a sensitive area of the heart could initiate a series of events leading to ventricular fibrillation—rapid, ineffective beating—and sudden death.

This is the reason I exercise. This is the reason why progressive employers encourage their employees to exercise.



Why exercise? Because it will give reasonable assurance that you will not drop dead prematurely.

Leslie W. Organ, M.D. is President of Owl Biomedical, Inc., headquartered in Buffalo, New York. RM

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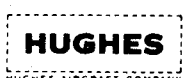














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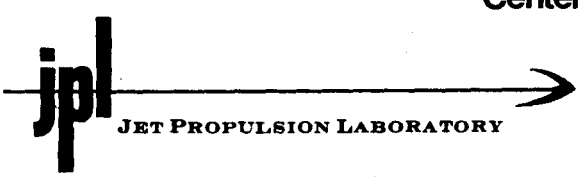
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From an educational session
1979 NIRA Conference and Exhibit

Before you propose an employee fitness program . . .

Answer some basic questions

from remarks by R. Keith Fogle, President
American Association of Fitness Directors in Business and Industry



When you begin to assess the need for an employee fitness program, you must take three factors into consideration: the corporation, its health services and its employees.

The needs of the corporation in the area of employee fitness and health are three: to increase profits, to maintain a healthy workforce, and to decrease the employee health costs that are eroding corporate profits.

The function of the medical department is to attend to employee needs relative to the prevention of, intervention in, and rehabilitation after injury or disease—and to attend to accute and chronic illnesses and injuries.

Needs as far as the employees are concerned fall into two areas. First, in relationship to himself, an employee should be satisfied with his job and should feel that he is getting an adequate or better than adequate wage. In his relationship with the corporation, the employee should perform at a high level of productivity, remain on the job with a low level of absenteeism, and generate a low number of health care claims.

What can employers do to reduce the high cost of employee health care? You might think they could put pressure on physicians' groups and health care agencies; but this quite often is not feasible. A second option could be to cut back on the health-related benefits we pay to employees. Of course, this also is, practically speaking, unfeasible. The third option is to institute programs of health maintenance in which we can impress upon the employees that each person is responsible for his or her own health.

In most of the health/fitness programs that are set up today in business and industry, we are using exercise as a means by which to intensify lifestyle changes. We are using exercise as a catalyst rather than as an end in itself.

There are a number of ways in which the corporation can play a role in this area. We can make people more aware of high blood pressure and, thereby, help to reduce its incidence. With periodic clinics, we can have an effect on diet modification and weight control. There are corporations that are running specific programs on stress management, teaching people how to deal with the stress they feel. Some companies are setting up alcohol and drug abuse counseling. Others offer smoking and cancer awareness programs. Many companies are increasing the role of the company psychologist or psychiatrist. And, of course, the corporation can offer supervised physical activity—a fitness program.

Where does your company stand relative to fitness/health programs? Analyze any programs your company may already have. Have they been effective? If not, how can you change them to make them more successful? If you do not have programs in the fitness/health area, can you begin to develop them?

If you decide to develop a new fitness/health program, you must sit down and list your purpose and objectives. Why would you want to initiate a program in the first place? What are the psychological and behavioral results you expect? Do you want to turn the people in the program into a group of Supermen and Wonderwomen, or are you trying to improve their physical capacity and outlook on life?

What is the program endpoint? Are you establishing a program for a week . . . two weeks . . . a year . . . two years . . . or will it continue forever, as long as employees continue to participate?

What existing programs do you expect to tie into the exercise program? Will a new program supplement the present ongoing recreation activities?

What kind of support is there for establishing a fitness program? If you are going to offer a fitness/health program, you must get money from somewhere. Ordinarily, you will want to gain the support of your corporate board of directors. If you know of people in upper management who are already exercising, you must initially get their support. If you have them on your side, it is much easier to go to corporate board members, put your objectives before them, and ask for support—particularly financial support.

Beside the support of upper management, you need the support of the corporate medical department. If the medical director or advisor is a person who has not had a course in exercise physiology and does not really appreciate the role of exercise in disease prevention, then you may have difficulty implementing a fitness program. In most companies today where there is an active exercise program, the medical director plays an active role.

You must also consider what kind of support you can get from other health and medical personnel. Some corporations have rather large medical staffs, including registered nurses and technicians. What kind of support can you get from some of these people?

continued on following page

Do the employees really want a fitness/health program? This is one of the most important questions you must answer. You can evaluate employee interest by sending out a questionnaire and measuring the response you get.

What is the nature of the population at the site where you wish to establish a fitness program? What is the total number of people? What is the male/female distribution? If you have a predominantly female employee population, you may want to design a different kind of program than you would choose for a male-oriented workforce. What is your age distribution? The younger the average age of the employees, the more apt they are to participate on a regular basis in some kind of physical activity program.

Will the program be for executives only, or for the total employee population? This is always a tough question. Quite often, in order to get the program off the ground, you must begin with the executive population in a pilot project. Once these people are able to see the positive changes it brings, you can get the money for a program for your total population.

How close does your population live to the proposed fitness facility? In an urban setting, quite often employees do not want to stay at the work site after hours. You will have to consider how close employees live to your facility and how flexible their commuting schedules are.

When will employees be allowed to participate in the program? There are some programs that allow employees to participate during the day. There are other programs that begin before work or have facilities open during an extended lunch hour and after work.

Who will pay for the program? At Weyerhauser in Tacoma, Washington, the exercise program is totally supported by the employees themselves, through monthly assessments. You must decide whether the corporation will fund the program, the employees will pay for it or it will be supported by a cooperative effort.

What will be the scope of your program? There are several different approaches you can take, from a very informal, unstructured program to a highly structured, individualized program.

With an informal program, you simply put a piece of equipment in a room and walk away. You tell people that the room is open at certain times. This kind of program is unstructured, unsupervised and usually unsuccessful.

A semi-structured program includes some instruction in physical activities. My company, Prudential, has such a program in Jacksonville, Florida. We have instructors from the YMCA leading classes for two or three hours a day in the fitness area. When these people are absent, almost no one uses the fitness facility. When they are on hand, there is quite bit of participation.

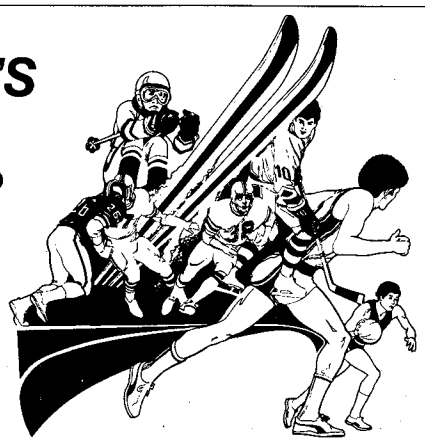
In supervised group activities, you can offer everything from transcendental meditation to aerobic dance and slimnastics. With the proper motivation and personality from the instructor, these programs are often quite successful.

You can also offer a highly structured individual program in which employees are tested before they begin exercising and after certain periods of time as participants. This kind of program takes a great deal of supervision and can be very successful.

Before you determine the specific scope of your program, you must decide what its emphasis will be. Is it going to be an aerobic program in which you use activities such as running, skipping rope, rowing on rowing machines and swimming as your main activities? Will it be a program of anaerobic, muscle toning, activities? Will it be a combination of the two?

You must also determine what the involvement of the corporate medical department should be. Will medical professionals be involved in the fitness program? If so, they will probably be involved in pre- and post-participation screening and be responsible for any stress testing you may include.

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Do the employees really want a fitness/health program?

What types of follow-up counseling will you have? Quite often, if the medical department is heavily involved in a fitness program, the medical staff members will handle such counseling.

What kind of supervision will you need to insure the success of the program? If you have decided, for instance, that you will be doing screening, then you may need an exercise physiologist who has had experience in testing. If you want to offer supervised group activities, you may want a physical educator who has had experience leading that kind of activity.

What resources are available to help you promote your program? Is there a capacity within your corporation to publish a newsletter? What is the status of any "house organs" that already exist? Can you promote the fitness program through those in-house publications? Is there a capacity for holding periodic seminars, noontime functions, evening clinics, and so forth?

What space will you need to conduct fitness activities? When we talk about floor space, we usually estimate two and one-half to five square feet per participant. You may already have some existing floor space. How are you going to use it? At this point, you must review all the considerations already mentioned to determine your needs.

What space will you require in the exercise area? Will you need a separate testing area? Will it be adjacent to the medical department?

Will you need shower and locker facilities? One of the most costly aspects in developing a fitness program is the possible tie-in to existing plumbing and electrical systems. You may be able to minimize expenses in this area if there are already shower and locker facilities in your company. In some cases, there are rooms for custodial workers that already have lockers and showers. If there is such an area in your company you may be able to tie into it.

Your final space consideration may be for office and storage areas. If you are going to have a supervised exercise program, you may need an office. If you have equipment, you may need storage space.

What equipment will you need? Equipment can vary from a jump rope and a couple of mats to an outdoor exercise circuit. You may want to go all the way by installing treadmills, bicycles and Nautilus equipment.

How much will it all cost? That is not easy to say. For $100, you could probably buy a jump rope, a couple of dumbbells, a mat or two, and a pair of jogging shoes . . . and that could be your fitness program. For $1,000 to $2,000, you can purchase an outdoor circuit training layout.

Of course, the more equipment you buy, the more your program will cost to establish. Today, two treadmills and two bicycle odometers will cost you approximately $10,000. That would be the start of a substantial fitness program. It is possible to install 25 or 30 pieces of equipment for a total of about $25,000. For $100,000, you can consider an exercise room with shower and locker facilities. If you are able to invest $1 to 2½ million, as some companies have done, you can include virtually anything you want. There are some facilities that have swimming pools, indoor and outdoor running tracks, racquetball courts, and more.

* * *

Regardless of the scope of your program, before you approach management about funding, you should be as well prepared as possible. Determine the needs of management and the employees. Decide what your purpose and objectives will be. Describe the scope of your proposed program. And, finally, outline the means by which it can be realized. This last point—where you begin to talk about money—is where many plans run into resistance. The better prepared you are when you approach upper management concerning the cost of the program, however, the more likely you are to receive the funds you need.

R. Keith Fogle is Senior Exercise Physiologist with the Prudential Life Insurance Company. rm

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IDEAS CLINIC



by
Melvin C. Byers, CIRA
NIRA Consultant

Q I am the social recreation director of a U.S. military base. We are interested in revitalizing our recreation center. The building is beautiful but unused. The entire concept of base recreation centers is presently undergoing change. Today's troops are very mobile and use their wheels to "take off".

For a number of reasons, we would like to make on-base recreation services more attractive. We would appreciate fresh ideas for activities that would appeal to military personnel and their spouses. Suggestions in the area of youth programs, especially for teens, would also be welcome.

A The appeal of recreation centers, like that of any facility, fluctuates with the times and the type of leadership. So often, old habits and repetitive programming are the culprits in the erosion of participation. The fact that you are making the effort to revitalize the operation is certainly a credit to your professional commitment.

There are many factors that must be evaluated in reconstruction of a program and, of course, they vary according to the scope of the basic operation and objectives for having the program. Sometimes, a program can become obsolete because its clientele changes. The people involved must be surveyed as to age, sex, marital status, educational and cultural background and general interests. This will give you the basic information necessary to plan potentially successful programs.

Your statement concerning the new mobility of the group further suggests the need for a new outlook on its real recreational needs. There may be a great untapped interest in tourism and sightseeing. Arrangements with local resorts may appeal to some. Others may welcome specialized activities such as dune buggy riding, drag racing, horseback riding, cross-country skiing, or recreational camping.

Physical fitness is becoming a booming new interst among all age groups. It appears that fitness is not merely a fad but also a new awareness that is motivating more and more participants each year. Fitness activities can interest everyone, from teens to retirees. Be sure to include them in your program and help spur interest by adding fitness equipment, when possible, to your recreation center.

Supplement your traditional softball and bowling leagues with the introduction of competitive play in racquetball, soccer and volleyball. The average young adult today is more interested in learning a variety of sports than in concentrating on only one or two. Of course, there is always a small percentage of championship enthusiasts who also must be considered. On the whole, however, far too much attention has been directed toward developing winners, rather than addressing the recreational needs of the vast majority of players.

Where family and guest privileges are extended and built into the program, there seems to be far more interest and participation than when eligibility is restricted to employees or classified personnel only. To increase overall interest, include many co-ed and family activities.

When programming for teens, you will need the help of someone who understands the youthful point of view. Young people are sometimes over-enthusiastic about

continued on following page

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Fitness/Health Bulletin

by Louis R. Mertens, CIRA
Foreign Affairs Recreation Association
NIRA Vice President,
Fitness and Health



With this issue of *RM*, we begin a new regular report to NIRA members. The Board position to which I was elected at the May 1979 Annual Meeting was created this year to answer the growing need for information and assistance in the fitness and health area of our employee programs.

NIRA believes that fitness programs and related health services must be incorporated into modern personnel management because of their obvious positive effect on employee productivity. We also believe that effective employee programs must reach the total employee and the total employee population. This is possible only through a well-balanced program that also includes a wide variety of social, cultural and educational activities.

The purpose of the new position to which I was elected is to focus and develop the interest of our Association in the fitness area. My committee will gather information on the effect of fitness activities. We will help promote the importance of fitness and health to our members and their executive managements. We will develop means to assit members in establishing fitness programs in their organizations. We hope to accomplish these goals through a variety of specific activities and on-going research.

We will also make contact with other organizations and individuals who are concerned with employee fitness and health. Among these are the President's Council on Physical Fitness and Sports and the American Association of Fitness Directors in Business and Industry. Their specialized expertise will be valuable to us, while they can benefit from our more generalized approach to employee programs.

This column will appear whenever news develops in the fitness and health work of the Association. We will report on new information, continuing projects and scheduled activities.

I hope that NIRA members will contact me now—while we are still formulating plans—with suggestions on how we can best serve their needs. Contact me at the Foreign Affairs Recreation Association, Room 2928, State Department Bldg., Washington, DC 20520—Phone (202) 632-1628. **rm**

Ideas Clinic continued

adventure and thrills. In fact, they often thrive on being different, bold or aggressive. You must help channel that "wild" element in your teen-oriented activities. There is also great youth interest in stereo equipment and recordings—an interest that extends to many service personnel. Tap this interest with stereo clubs and sponsored dances. Make use of the interest in cars, boats and motorcycles to start clubs and organize shows in your recreation center.

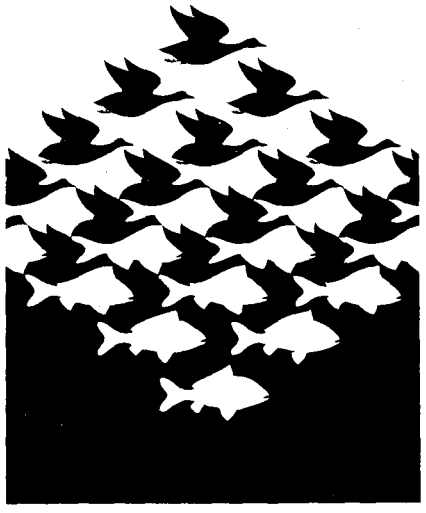
A complete leisure services program does not confine itself to traditional recreation. The professional director realizes that a balanced program involves cultural, social and educational services as well.

There are four common denominators of successful recreation programs, regardless of their scope or facilities:

1. Eating and drinking
2. Observation
3. Simple movement
4. A chance to win

If your program seriously addresses the needs of your present base population with these factors in mind, it will be successfully revitalized.

The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606—312/346-7575. **rm**



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For the individual sportsman, our "One-on-One" kit includes factual booklets, posters and bumper stickers which you can use to spread the word to your non-hunting friends. Or you can send them to school with your youngsters.

To help clubs improve their NHF Day activities or organize a program for the first time, there is a wealth of information in the updated Organizational Packet. It includes more than 50 different fact sheets, posters, sample ads, news releases, radio announcements, bumper stickers and many pages of proven ideas and suggestions.

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Program Profile

Bartender to bear-tender:

A day in the life of a small-company employee activities coordinator

with Kathy Ersley
Integon Corporation

8 a.m. A pile of ceramics awaits her when she opens the door. The ceramics club has been active making mushroom-shaped canisters. It is time to fire the kiln. Kathy Ersley turns the last dial when the phone rings.

"Just wanted to do a follow-up on the pizza night," says the editor of Integon Corporation's *DATA*, the weekly home office newspaper. Ersley reports the good news first. Sixty Integon employees were there—sixty *hungry* employees, that is, awaiting "all the pizza you can eat and all the beer you can drink . . ." Some impatient employees bubbled like hot cheese because the restaurant wasn't expecting the group for another hour.

"The first thing we needed to do was serve the beer," says Ersley. "So, I donned an apron, grabbed a tray and made the rounds." Eventually everyone was served and the evening was saved.

8:10 a.m. There is a ten-second pause between calls. Then, it is the chairman of the Integon employee cultural council. The Integon Employees Activities Association (EAA) has four councils—cultural, social, service and sports. Ersley will probably hear from all of them this morning.

The cultural council member wants to learn the status of discount theatre ticket sales. They are going fine, says Ersley, and could reach ten percent of the EAA's 744 members. On other days, the cultural council will be asking about a company fashion show, dance lessons or cooking classes. Every other council, too, checks in daily with its own special list of activities.

Kathy Ersley oversees all their efforts. Her responsibilities include determining fees, subsidies, compensation, and disbursements; ordering merchandise; creating publicity; handling the books; and acting as a liaison between employees, trustees and the management of the company.

8:15 a.m. A member of the service council drops in. People seem to gravitate to the activities office. "Sometimes just to chat," Ersley says. The service council representative needs more discount car wash tickets for distribution to employees. In an age of inflation, the discounts bring welcome savings.

"Oh, and has my film come in yet?" asks the representative. Ersley reaches into a drawer and hands the visitor an envelope. Discount film processing and delivery is a continuing and popular benefit, as is the automotive parts and repair service.

8:20 a.m. It is time to catch up on some paperwork. The social council needs a report on a trip to Carowinds, a popular Charlotte, N.C. amusement park. Ersley rolls some paper into a typewriter and begins: "Attendance: 100. Problems: none. Reasons for success: Good price for members and unusual publicity." Publicity *was* unusual, to say the least. She recalls a visit by a large costumed bear to the Winston-Salem headquarters of Integon. She and the bear padded from department to department creating interest in the upcoming trip. When the bear hugged an ordinarily reserved executive, people all over the building talked about it for days.





Macrame classes and bowling tournaments are among the varied employee activities at Integon.

9:01 a.m. She finishes the report and takes time to answer some questions about herself.

"You could call mine a varied background," she says. "First, I was a real sports enthusiast in high school." She was a member of the National Honor Society, played all-state defense in basketball, and was a cheerleader. She went on to Mitchell College in Statesville, N.C., and the University of Buffalo. Later, she modeled professionally for the Powers Modeling Agency. Now, in her spare time, she participates in the little theatre in Winston-Salem, acts in the North Carolina Theatre Ensemble, a professional company, has been a guest on local TV shows, picks up extra cash doing TV commercials, and she flies. That's right—she has her pilot's license.

"This job is different than anything else I've done," says Ersley. "I plan my days, schedule meetings, then somebody will drop in . . . hello, Sandy . . ."

9:30 a.m. The social council chairman has just walked into the office to check on ticket sales arrangements for the EAA picnic. "How about a table in the front lobby?" Ersley suggests. The chairman agrees, and lists some people on his committee who could be available.

The social council has its greatest success each year

continued on following page

with an annual Christmas dinner/dance. Tickets sell out weeks in advance, and departments besiege the EAA office with requests for tables. The committee also has success with wine and cheese tastings, pool parties and the pizza nights.

10:16 a.m. Another phone call brings news that the Listeners have won a big one. The Integon Listerners, one of three men's softball teams sponsored by the EAA sports council, romped to a 16-4 victory the previous night. The women's softball team did as well. The Integon A's, another mean's team, is undefeated in a local industrial league. Confident team members are already finding space to add another trophy to the case.

The sports council has also arranged a tennis tournament for men and women and a golf tournament. Winter brings basketball competition. On the credenza behind Ersley sits a bowling trophy a high-handicapper forgot to pick up a couple of weeks ago. She'd better remind the bowler about that . . .



The Easter Bunny—activity promotion and fun for employees' children, rolled into one

10:42 a.m. It is time to review the budget one last time before the EAA trustees meeting at noon. Each of the four councils manages its own budget. The trustees and Ersley prepare an overall budget each year, based on the $2 dues from each employee and the additional $12 per dues-paying employee contributed by the company. Some activities require additional fees, but most are covered by the treasury.

The EAA was organized in January 1976 by Integon's personnel department. The objective was to provide employees and their families with inexpensive benefits, including after-hours activities. Creation of the employee-run EAA also relieved the company's executives of the responsibility for selecting or rejecting specific activities.

In the EAA's first year, 90 percent of all Integon employees chose to join. Five trustees were elected to guide the organization and they, in turn, elected officers and appointed council leaders. A part-time director was hired; the position has since grown to a full-time job.

"It's challenging to keep all these different activities and services going at once," says Ersley. "It's a juggling act. But I like the people part of the job. Of, course, occasionally there are disappointments. Recently, we sponsored a bus trip to Williamsburg, and some members cancelled at the last minute. Since we suddenly lacked enough people to fill a bus, we had to supplement from the treasury. That, too, is part of the job."

Ersley looks forward to new office space in the 18-story structure Integon is building next to its present six-story headquarters. Plans include a larger area for EAA and a company store.

Ersley compares her one-woman office to a self-contained business. "It's like our own little company," she says. "I report to personnel; but there's nobody here but me. You might say I'm in charge of fun. I also take my work seriously, though, because it has a definite effect on how people feel about working here."

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Ask the employees

"What do you think of the Integon Employee Activities Association?"

"An excellent addition to the benefits of the company. I personally think it has boosted employee morale."

Lee Stokes, Vice President
and Corporate Comptroller

"People who come to Integon from other companies usually comment immediately on the friendly atmosphere they find here. And I think the EAA is one of the main reasons this is true. EAA activities give employees a fun and inexpensive way to get to know each other. There's always something going on. It's a great way for a newcomer to make friends quickly."

Ginny Simpson, Editor, DATA
(weekly home office newsletter)

"EAA is a way of meeting fellow employees in a relaxed atmosphere . . . I've only been with the company three years, but I feel I know 'most everyone because of my participation in EAA activities."

Tom Byerly, Supervisor
Printing Department

"There is big participation throughout the company. Interest is widespread. Everybody finds something to interest them . . . It's good from both the company's and the employees' standpoint."

Fred Newman, Manager
Life and Health Benefits

"I'm fully in favor of it. It's stimulated a lot of conversation. We should promote and subsidize more participation in physical activities."

Dr. Charles Burhchart
Medical Director

"The EAA concept is a very good one, offering inexpensive services, recreation and opportunities to its members. I hope to see it grow in the future to the point of becoming a cherished benefit to the employees of Integon."

John Collins, Programmer,
Integon Computer

"EAA's biggest service to employees is discount buying and services provided . . . I'd like to see some 'real deals' on travel."

Larry Loftin, Assistant Vice President
Mortgage Department

"EAA has done an excellent job under its current funding . . . expansion should be considered to provide more services to employees."

Dave Bowden, Assistant Tax Attorney
Legal Department

"I think we need more people involved . . . Brings a friendlier atmospher to work."

Becky Paxton
Receptionist

"The creation of EAA was the most significant improvement in employee benefits the company has made in the last 15 years."

Bob Ousley, Manager
Special Marketing

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Emotional problems in the workplace



Helping employees cope

with Frances Bradley
Mental Health Association

The human factor . . .

It is the talent, ingenuity and energy of employees that make any industry work. In an effort to enhance productivity, many businesses have instituted physical fitness programs to help employees function better and longer on the job. But the body cannot function well if the spirit is unwilling. Mental illness, like physical illness, can be very costly in terms of personal pain for employees and financial loss for their employers.

In 1974, the last year for which statistics are available, mental illness cost American industry an estimated $19.8 billion. That staggering figure includes the cost of reduced efficiency among active employees as well as the expense of absenteeism, illness, injuries, accidents, poor workmanship, personnel grievances and turnover. Many progressive employers now recognize that programs for employee fitness must include attention to the total employee—body and mind.

What is the problem?

Mental health is not simply the absence of serious illness. It is a general feeling of well-being, a positive attitude about oneself. An employee who is troubled, or who is deeply concerned about a family member who is disturbed, is not able to function to his full capacity on the job. This inability is manifest in any number of ways, all of which are costly to the employer. A troubled employee may be unable to concentrate. He may be chron-

continued on following page

ically ill, with a variety of physical complaints. He may have difficulty coping with the strains of the job or be unable to face going to work at all. He may be absent to care for a family member who is disturbed or to shoulder childcare responsibilities when another parent is too ill to cope. He may have alcohol or drug abuse problems that aggrevate his poor performance and attendance.

There is a great deal of disagreement about which stratum of the workforce suffers most from job-related mental illness. Some feel that it is executives who have the greatest problems because they must make decisions that affect so many other people and must work under the constant pressure of deadlines. Others contend that the stress is actually greater on ordinary workers who suffer from boredom and a lack of personal involvement and pride in their work.

Regardless of salary level or responsibility, however, the common thread among all troubled employees is a feeling of powerlessness—the sense that they must do the work, but have little to say about how it will be done. This feeling of being "caught in between" can affect an officer in the executive suite or a worker on the assembly line.



Group insurance coverage for out-patient mental health care may help avert physical illnesses.

According to the Mental Health Association (MHA), about 15% of the general population, including a typical plant workforce, could benefit from some kind of professional mental health care. For those who have special additional problems—the elderly and the handicapped, for example—the proportion is even higher. Some of those in need of help have emotional problems of their own. Others are primarily affected by the problems of a family member. Virtually everyone who is in need of assistance can be helped with some sort of counseling. This does not mean that counseling can solve all problems for everyone, but it can help most people find some relief and gain increased control over their lives. Such improvement, in turn, can help employees return to their full functioning capacity on the job.

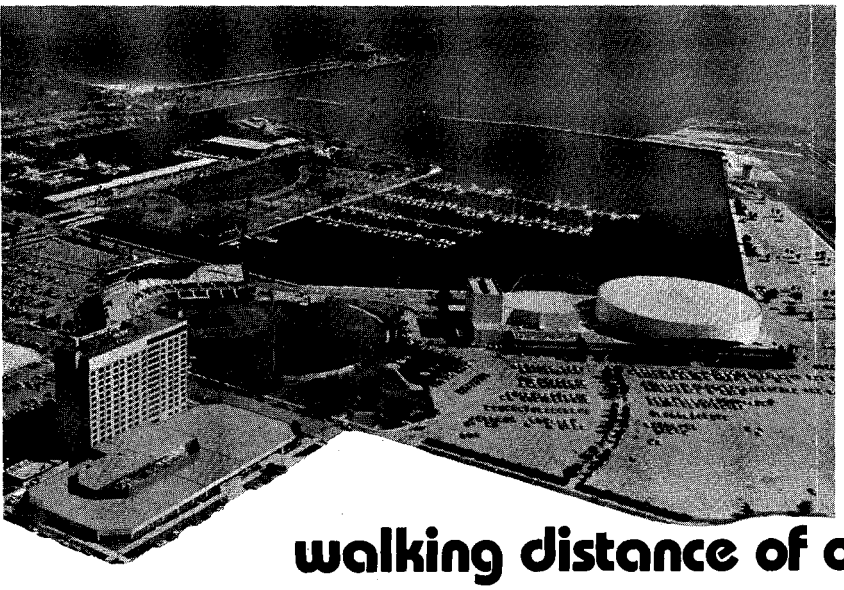
What can employers do?

There are a number of things that employers can do to help troubled employees cope. They can start with a basic mental health education program for employees at every level. Management can encourage acceptance of the idea that anyone may occasionally need help with emotional problems. Management can create an atmosphere in which employees are not afraid to talk with a supervisor or someone in the personnel department about problems that affect their ability to perform on the job.

To be credible, such education programs must come from the top. The message can be communicated through employee newsletters and other in-house publications. It can be reinforced through supervisory and management training programs. It can also be incorporated in regular health and safety programs, including physical fitness activities.

Most employers have some kind of employee assistance program. Some even have psychiatrists or social workers on staff who can counsel employees and/or provide referrals to community services. Those companies that choose not to handle such counseling in-house can establish links to mental health and general assistance agencies in their communities.

Companies can also see to it that their group insurance packages include coverage for mental health care. Too many group insurance policies provide mental health benefits only for care during hospitalization. Effective coverage, however, pays benefits for out-patient care that can defuse emotional problems before they reach the crisis level. The cost of adequate mental health coverage may not be as great as many employers fear. In fact, it may help lower overall health care costs by addressing the basic source of many other personnel problems and averting emotionally-based physical illnesses and injuries. Of course, such coverage is effective only if employees know it is available.



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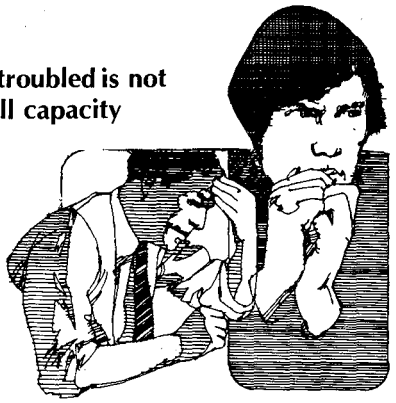
Employers can also help improve employees' mental health by offering attractive programs for physical fitness and general recreation. More and more research is showing a very close correlation between physical and mental health. When you improve one, the other almost invariably improves.

We already know that stress can cause or aggrevate a wide variety of illnesses. Structured fitness programs can significantly improve employees' physical condition. When they feel better physically, they are likely to feel better mentally. Recreational activities, from softball to macramé, help employees handle stress by relieving tension and offering the opportunity for personal accomplishment. At least as important, recreation is something a person does just for himself. It offers pure enjoyment and a constructive self-indulgence that can be very theraputic.

Where to begin

The Mental Health Association can help employers develop mental health awareness programs. The Association will also refer interested employers to any one of 300 affiliates in the United States and can provide similar contacts in Canada and Mexico. The MHA will also help employers develop contacts with existing social service agencies in their local communities.

An employee who is troubled is not able to function to full capacity on the job.



For more information on the effect of mental health on productivity and how your business can become more active in this area, contact the Mental Health Association, 1800 N. Kent St., Arlington, VA 22209— Phone (703) 528-6405.

Frances Bradley is Assistant Director of Communications for the Mental Health Association. She has been active in helping employers develop employee mental health programs throughout the United States. **rm**

NIRA CALENDAR

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill—(312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Janet Harris—(614) 421-6940, ext. 2951.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5938.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid—(713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 679-3600.

Northern California Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Jesse—(408) 446-7404.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

Toldeo Industrial Recreation and Employees Services Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

* * *

Region I will hold its first Conference September 14–16, 1979 at the Sheraton-Boxborough, Boxborough, MA. Contact Alice Bucca—(617) 493-3318.

Region III will hold its third annual Conference, October 10–11, 1979 at Fermilab, Batavia, IL. Contact Susan Siwicki, CIRA—(312) 545-7701.

Region VII will hold its 29th annual Conference and Exhibit September 20-23, 1979 aboard the *Queen Mary*, Long Beach, California. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

39th Annual NIRA Conference and Exhibit will be held May 15–20, 1980 at the Town and Country Hotel, San Diego, CA. To become involved as a Conference planner or to request delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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TO ORDER, CIRCLE THE NUMBER(S) OF THE SESSION(S) DESIRED BELOW:

IRA-1 **PHYSICAL FITNESS-STATE OF THE UNION**
Richard Keelor, Ph.D. Director of Program Development, President's Council on Physical Fitness & Sports

IRA-2 **WHAT NIRA CAN MEAN TO YOU**
Patrick Stinson, NIRA Executive Director, Stephen Waltz, CIRA (Cummins Engine Co.), NIRA Vice President of Tournaments and Services; Kenneth Wattenberger, CIRA (Lockheed California), NIRA Vice President of Membership

IRA-3 **PHYSICAL FITNESS IS GOOD BUSINESS**
W. Brent Arnold, CIRA, Manager, Physical Fitness & Recreation (Xerox International Center for Training and Management Development)

IRA-4 **PROFESSIONAL STAFF HELP-THE STUDENT INTERN**
Dr. Donald Bridgeman, Chairman Recreation Education Department, Springfield College; John Leslie, CIRA, Manager, Employee Recreation (3M Company); Dee Craig, Ph.D., Professor, State University at Brockport

IRA-5 **PROMOTION & PUBLICITY FOR YOUR PROGRAMS**
Melvin Byers, CIRA, NIRA Consultant

IRA-6 **HOW TO MAKE A PRESENTATION**
Larry Domonkos, Manager, Management Training, Xerox Corp.

IRA-7 **INDUSTRIAL RECREATION IN CANADA-ITS PHILOSOPHY**
The Honorable Don Cameron, Minister, Recreation (Province of Nova Scotia)

IRA-8 **PLANNING AHEAD-A DISCUSSION OF THE 1978 NIRREF SURVEY**
William DeCarlo, CIRA, Manager of Recreation Services (Xerox Corp.); Melvin Byers, CIRA, NIRA Consultant Martin Rogers, Ph.D., Professor, State University at Brockport; Donald Rith, Ph.D., Chairman, Recreation Education Department, State University at Brockport; David Groves, Ph.D., Associate Professor, State University at Brockport

IRA-9 **SENTRY'S APPROACH TO WELLNESS**
Donald Johnson, M.D., Associate Medical Director, Sentry Insurance Co.

RA-10 **XEROX HEALTH MANAGEMENT PROGRAM**
James Post, Manager, Executive Physical Fitness, Xerox Corp.

RA-11 **FAMILY INVOLVEMENT IN YOUR PROGRAMS**
Gregory Demko, CIRA, U.S. Department of the Interior; Don O'Connor, Raytheon Co.

RA-12 **RELATING DRUG & ALCOHOL REHABILITATION TO RECREATION SERVICES**
Andrew Zadany, CIRA (Corning Glass Works); Stanko Rodic, M.D., (Xerox Corp.)

NIRA-13 **PROGRAMMING FOR AND UTILIZING RETIREES**
Gene Daul (Eastman Kodak); Chuck Bouchard (Raytheon Co.)

NIRA-14 **TRAVEL PROGRAMS-CURRENT INFORMATION**
Exhibitor Resources

NIRA-15 **RE-CREATION COUNSELING-THE PROFESSIONAL'S VIEWPOINT**
Jules Frank, Ph.D., Vice President, Organization Development, Flick-Reedy Corp.

NIRA-16 **TRENDS & GROWTH IN WOMEN'S PROGRAMMING**
Shirley Bowen, Coordinator, Physical Education & Athletics, East Irondequoit School System; A. Jody Merriam, CIRA, Director, Oakland Industrial Recreation Association; Patricia Drum, Fitness Coordinator, Plaza Athletic Club, Rochester, NY

NIRA 17 **EMPLOYEE VOLUNTEERISM-BENEFITS & AVAILABILITY**
Kenneth Allen, Executive Director, National Center for Voluntary Action

NIRA-18 **INDUSTRIAL RECREATION IN MEXICO-ITS PHILOSOPHY**
Enrique Flores Mora, Recreation Manager, Dinamica, S.A.; Enrique Maldonado, Director of Fringe Benefits and Social Services, Accion Social Regiomontana, A.C.

NIRA-19 **STARTING FROM SCRATCH-FITNESS PROGRAMS ON A RUNNING SHOESTRING**
R. Keith Fogle, President, American Association of Fitness Directors in Business & Industry (Prudential Insurance Co.)

NIRA-20 **PLANNING A CAREER IN RECREATION MANAGEMENT**
Donald Bridgeman, Ph.D., Chairman, Recreation Education Department, Springfield College; Donald A. Fredericks, Employee Relations Manager, NAMD Division, Xerox Corp.

NIRA-21 **WHAT IS NEW IN RECREATION SERVICES**
Alan Benedeck (Allstate Insurance)

NIRA-22 **RE-CREATION COUNSELING-THE COMING PROFESSION**
Jules Frank, Ph.D., Vice President, Organization Development, Flick-Reedy Corp.

NIRA-23 **FUTURE OF INDUSTRIAL RECREATION**
Horace Becker, Vice President, Research and Development, Xerox Corp.

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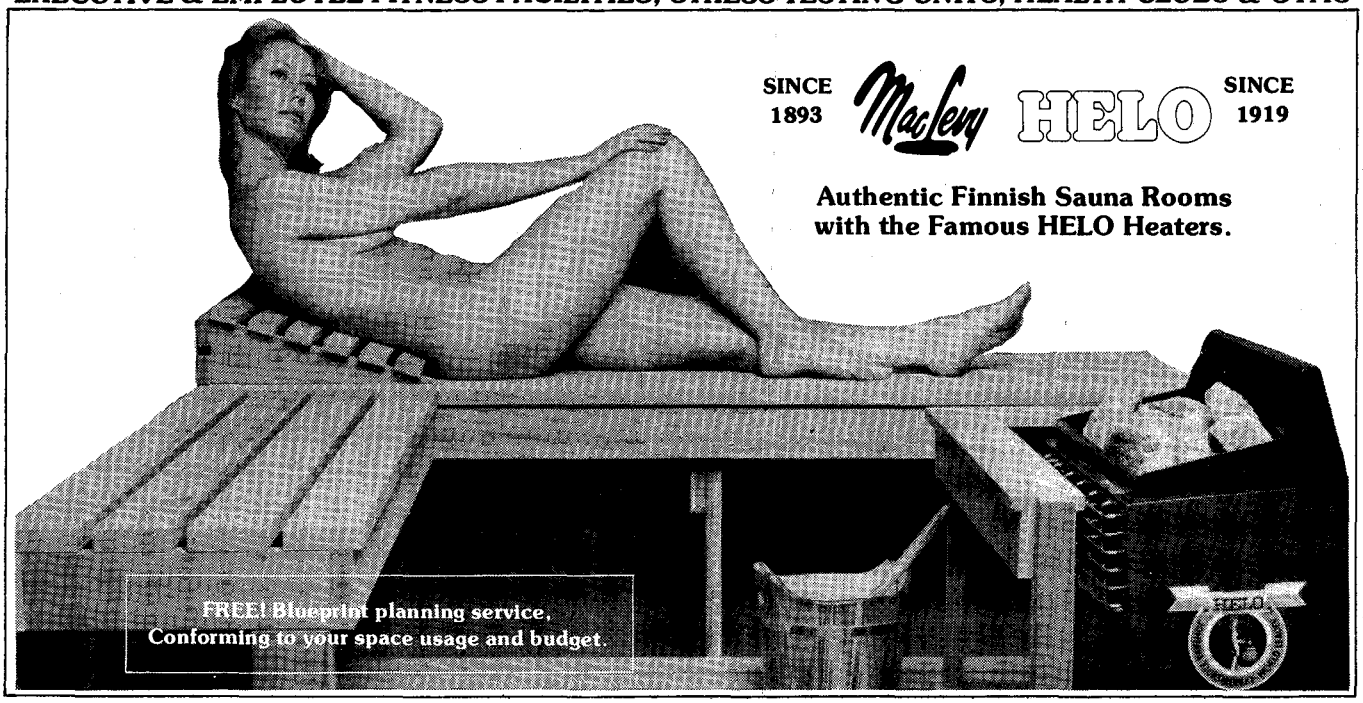
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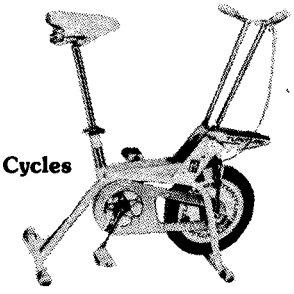
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SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

AUGUST 1979 • VOLUME 22, No. 6

Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

RECREATION MANAGEMENT

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What is NIRA?

The National Industrial Recreation Association (NIRA) is a non-profit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Recreation Management* is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, return the reader service inquiry card in this issue.

ORGANIZATION ANNUAL DUES are based on number of employees eligible for your program.

More than 10,000 employees	(10)	$185
5,001to 10,000 employees	(6)	$155
1,001 to 5,000 employees	(4)	$125
Fewer than 1,000 employees	(2)	$ 75

( ) = Number of copies of *Recreation Management* Magazine included free as a member service

ASSOCIATE (Supplier) ANNUAL GRANT—Minimum $300

RECREATION MANAGEMENT

EDITOR: Mary P. Morris
PUBLISHER: Patrick B. Stinson
ADVERTISING: Michael T. Brown, CIRA

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The NIRA President would like a word with you

. . . about membership growth

The bottom line for this association is membership, membership, membership." —Al Ward, CIRA
NIRA President-Elect

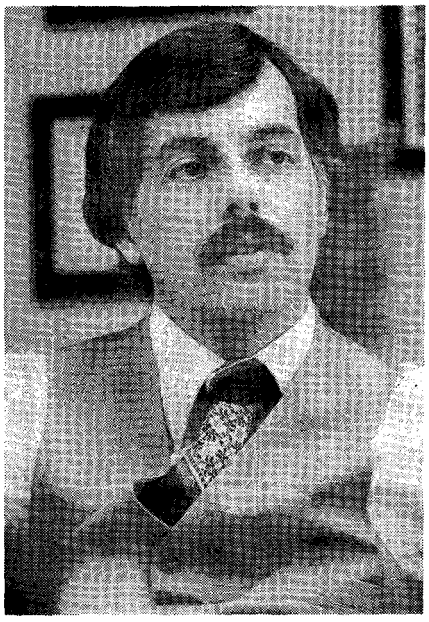
Membership forms the foundation of everything else we hope to accomplish. Our membership says, literally, who we are. Numbers count. The longer our membership roll is, the greater our strength will be. Membership growth will bring prestige, power, income and services to our association and its members.

A large membership will bring the necessary prestige to command the attention of employers. The conservative executive invariably asks who else has tried a new idea. When "everyone," including the competition, is involved in an organization, it becomes more than a nice idea—it is a business necessity.

Increased membership will generate the power to attract special benefits for each member, regardless of individual resources. The more employees we reach through our association, the more special programs suppliers will be willing—even eager—to offer us.

Membership growth will draw increased income to the Association in the form of dues as well as revenue from the sale of exhibit booths and *RM* advertising.

Services cost money. Our greater membership will support benefits that only a large association can afford to provide. Improved and expanded benefits will attract still more members in a spiraling pattern of growth.



Kirt T. Compton, CIRA
Eastman Kodak Company
1979–80 NIRA President

What are we doing to promote membership? The headquarters office continually researches and contacts member prospects. We work with Associate members to bring new organizations into NIRA by publicizing our existing services. We assist local members in the formation of Industrial Recreation Councils, through which many recreation directors first become acquainted with NIRA. We invite prospective members to attend international and regional conferences so they can experience the value of membership firsthand.

Our most effective membership promotion, however, comes from you—the members we serve today. When you encourage someone to join NIRA, you tell a friend about a good thing and, thereby, do everyone a favor.

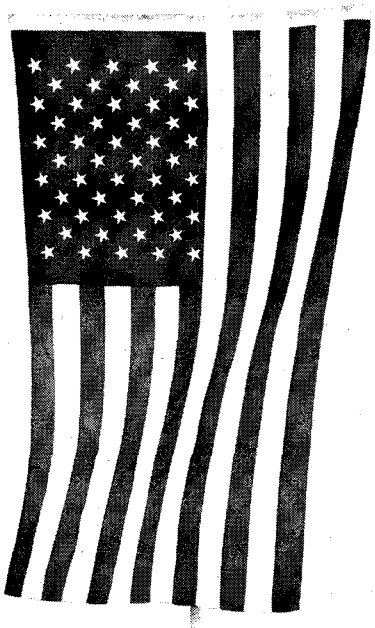
You may already know of recreation directors who are not yet members of NIRA. Tell them about your Association. At your next community athletic event or United Fund meeting, tell at least one other employee services director about us. If you are a speaker or teacher, there are forums throughout your community—from the local college to service club meetings—where you can talk about the Association and its goals. For those who are not public speakers, NIRA has prepackaged materials that can do the talking for you. Brochures, informational cards and other materials are free to any member. Write or call the Chicago office to order a supply—and use it.

Tell us about companies that could benefit from NIRA membership. Watch for a special member referral note with Fall editions of "Key Notes," our programming ideas newsletter. Use them to tell headquarters about recreation directors in your area who may be interested in learning about NIRA.

Membership growth. We can make it happen for us. We can help ourselves to a great future as a growing, thriving organization, with benefits to our profession and ourselves. It is time to move.

Kirt T. Compton

MOSCOW 1980



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Your contribution is tax-deductible.

NIRA NEWS

UPDATE

Region VII Conference and Exhibit program released

"Passport to Employee Effectiveness"

THURSDAY, SEPTEMBER 20, 1979

12:00PM—Registration Opens
1:30PM—Region VII Executive Committee Meeting
4:00PM—Conference Orientation Session—First Timers
5:00PM—Exhibit Hall Grand Opening and Reception
7:30PM—Opening Night Banquet
"SPORTS NIGHT" with Red Patterson, California Angels
Entertainment—L.A.P.D. Pipe Band Pipers
10:00PM—Entertainment and Dancing

FRIDAY, SEPTEMBER 21, 1979

6:30AM—Body Tuneup—Sports Deck
8:00AM—Concurrent Sessions:
Breakfast (CIRA/CIRL only)—"Professionalism in NIRA"
Breakfast—"Walk Around the World"—Keynote Speaker
10:00AM—Concurrent Sessions:
Public Relations: Traditions, Myths, Legends, Voodoos—Part I
Industrial Recreation in Division Operations
11:00AM—Concurrent Sessions:
Public Relations: Traditions, Myths, Legends, Voodoos—Part II
Legislation—Relative to Industrial Recreation
12:00PM—Luncheon
"Turning an Avocation into a Vocation"—Keynote Speaker
2:00PM—Concurrent Sessions:
Management Involvement in Relation to Recreation Benefits
Publicity—Marketing Our Product . . . "Recreation"
3:30PM—Queen Mary Tour (Optional—No cost)
5:30PM—Exhibit Hall Opens
7:30PM—Harbor Cruise (Optional—No cost)

SATURDAY, SEPTEMBER 22, 1979

6:30AM—Body Tuneup—Sports Deck
8:00AM—Breakfast
"Weight Lifting"—Keynote Speaker . . .Flip Reade,
Physical Culturist
10:00AM—Concurrent Sessions:
Effective Use of Volunteers
Programming for Retirees
11:00AM—Concurrent Sessions:
Liability in Recreation Programs
IRC Clout—Why an IRC?
12:00PM—Luncheon and Entertainment
Annual Region VII Membership Meeting-Elections (all conferees)
2:00PM—Concurrent Sessions:
Program Cost Analysis and Budget
Industrial Recreation Student Intern Program



The boiler room of the *Queen Mary*. The famous ship is the site of the Region VII Conference and Exhibit at Long Beach, California. Contact Phyllis Smith, CIRA—(714) 732-2432—for complete information.

3:00PM—Marketing and Research (delegates and exhibitors)
Keynote Speaker
5:00PM—Exhibit Hall Reception
7:30PM—Banquet—Entertainment and Dancing
Keynote Speaker

SUNDAY, SEPTEMBER 23, 1979

8:00AM—Breakfast
Keynote Speakers: Kirt Compton, NIRA President
Pat Stinson, NIRA Executive Director
9:30AM—Closing Jamboree
11:00AM—Region VII Executive Committee Meeting
1:00PM—Post Conference Tour to Catalina Island (3 Days/2 Nights)

REGISTRATION FEES:

Full Conference—Includes most meals and sessions

Delegates	*$70.00
Spouse	*$70.00
Student (no meals)	$ 5.00

*Fee for registering before September 7, 1979
After September 7, 1979 fee is $75.00

Daily Fees—Include most meals and sessions

Thursday	$18.00
Friday	$20.00
Saturday	$30.00
Sunday	$ 7.00

HOTEL RATES

Single . . . $33.00 . . . . . Double . . . $36.00
Plus $8.00 per each additional, person (maximum 3 per room)
NOTE: Reservation must be accompanied by first night's deposit, including 6% tax, and must be received 30 days prior to arrival. Your cancelled check is your deposit receipt.

NIRA News ***continued on following page***

FORT LAUDERDALE, FLORIDA

THE beach club HOTEL



Special Industrial Rates

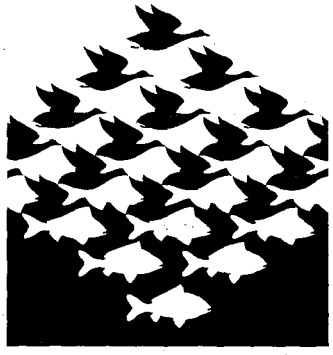
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Our Own Private Beach

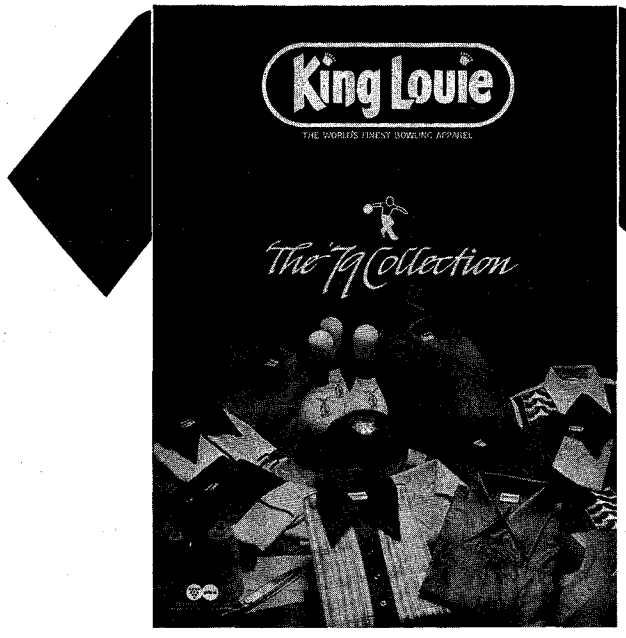
National Hunting & Fishing Day



NHF DAY

National Hunting and Fishing Day provides America's sportsmen with an unprecedented opportunity to reach the general public with word on the sportsmen's role in conservation.

One of the simplest ways for all sportsmen to spread the word is to use the colorful 3"×5" NHF Day stickers. They are inexpensive and easy to use on packages, auto windows, doors, bulletin boards, etc. The bright, colorfast stickers are only $2.00 per 100 from NHF Day Headquarters, 1075 Post Road, Riverside, Conn. 06878.



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Oakland leaders earn community service award



The Oakland Industrial Recreation Association's board of Directors recently earned the Community Service Award of the California Parks and Recreation Society District III. The board was cited for outstanding volunteer leadership and commitment to recreation. Receiving the award were (seated) Jim Battersby, Rosa Barksdale, June Beckman, Mami King, Elizabeth Woodard, and Sharon Cline; (standing) Victor Trujillo. Board members not pictured are John Dickson, Ed Martin and Jody Merriam. rm



OPEN FORUM

NIRA by any other name . . .

Should NIRA's name be changed? Has it become outdated? Does it give a misleading impression of who we are and what we do? Or is it a good name for the Association, now and in the future? Your fellow members need the benefit of your thinking. Here's why. . .

The NIRA Board of Directors voted at its May 16, 1979 meeting to place an Association name change before the NIRA voters. The postal referendum, scheduled for early 1980, will ask voting members of the Association to choose between our current name, **National Industrial Recreation Association (NIRA),** and a proposed new name, **Employee Services Management Association (ESMA).**

If two-thirds of the members who vote support the new name, transition arrangements will be completed for a formal change by the May 1981 Conference and Exhibit in Chicago. That Midwestern meeting will mark the 40th anniversary of the founding of the Association. If voters defeat the referendum, the Association's present name will stand. If they accept the proposed change, our Association will be known after May 1981 as ESMA.

All members of the Board, regardless of their individual stands on the specific name choices, feel it is essential that voting members consider all the pro's and con's of the question itself, as well as the greater ramifications of a change. For that reason, *Recreation Management* has opened this forum for the exchange of opposing viewpoints on the proposal.

We solicit letters representing members' opinions on the name change question. We hope the contributions will be many and represent a broad spectrum of opinion. To assure that the "Forum" best serves the interests of an informed electorate, we insist on these simple guidelines for contributors:

(1) Letters must be brief and to the point. We ask contributors to limit their remarks to 300 words.

(2) Letters must be dated and signed.

(3) Letters should be limited to the subject of the name change proposal. The NIRA office welcomes inquiries and comments on other NIRA business, but will restrict the "Forum" space to this question until it is settled.

(4) Letters must be received in the NIRA office by the Friday of the first full week of the month, for publication in the following month's issue. For example, letters for the October issue must reach NIRA Headquarters by September 7.

The Forum will open with the September issue. In an effort to present an even perspective, *RM* will endeavor to publish a representative sample of opinion. Responsibility for selection of letters will be the Editor's, with the advice and final approval of the Executive Director. Background information on the mechanics, cost and implications of a name change is available upon request from NIRA Headquarters.

Letters for publication in "Open Forum" should be addressed to:

"Open Forum"
Recreation Management Magazine
20 N. Wacker Dr., Suite 2020
Chicago, IL 60606 rm

New College text introduces employee programs to business students

For the first time in more than a generation, employee services and activities will have an articulate, contemporary voice in college business schools. The National Industrial Recreation Research and Education Foundation (NIRREF) is proud to announce the release of *An Introduction to Industrial Recreation: Employee Services and Activities.*

The new text was written by Theodore B. Wilson, Ph.D., with Robert Wanzel, Ph.D.; Virginia Gillespie, Ph.D.; and Cyril J. Roberts, Ph.D. It is the first text on industrial recreation since the original introductory volume was written by Jackson M. Anderson, Ph.D. in 1955. It is being introduced to college departments of business and recreation throughout the United States and Canada.

Copies of the textbook will be available to NIRA members at a 10% discount. Review the contents of the text, then request your copies, using the order form that follows.



NIRA President-Elect A. C. Ward, CIRA (left) presented the Association's Special Recognition Award to Theodore B. Wilson, Ph.D. at a meeting of the Toledo Industrial Recreation and Employee Services Council (TIRES). Wilson, who is a member of the faculty of the University of Toledo, is the primary author of the new industrial recreation textbook.

—Toledo Blade photo

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Title _____ Phone ( ) _____

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$0.50/copy, more than 12 copies ..... _____

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20 N. Wacker Dr. • Chicago, IL 60606

An Introduction to Industrial Recreation: Employee Services and Activities

by Theodore B. Wilson, Ph.D.
Contributing authors
Robert Wenzel, Ph.D.
Virginia Gillespie, Ph.D.
Cyril J. Roberts, Ph.D.

PART I

The WHY of Industrial Recreation

CHAPTER 1 Characteristics and Background

- The Protestant Ethic
- Attitudes Toward Play
- Definitions of Recreation
- Purposes and Objectives
- Social Forces
  - The Industrial Revolution
  - The Consumption Society
  - Growth and Use of Leisure
  - Social Changes
  - Changes in the Workforce

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- Opponents of Capitalism
- Corporate Responsibility
- The Climate of Opinion
- The Trend of Capitalism
- Problems of Capitalism
- Adam Smith and Karl Marx
- The Social Conscience
- The Role of Industrial Recreation

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- Communication
- The Development of Leadership
- Public and Community Service
- The Company Image
- Employee Morale
- Productivity
- Physical Fitness
- Recruitment and Retention
- Preparation for Retirement

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HOW Industrial Recreation is Implemented

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- Objectives and Organization
- The Development of Objectives
- Varying Organizations
- Whether to Incorporate
- Inter-Company Employee Associations
- Industrial Recreation Councils

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  - Dues and Fees
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  - Travel Services
  - Entertainment Profits
  - Business with Associate Members
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  - Sharing Facilities
  - On-Site Facilities
  - Facility Priorities
  - Facility Planning
- Legal Services

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  - Women in Team Sports
  - Non-Team Sports
  - Outdoor Activities
  - Travel
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Continued on following page

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- Employee Priorities
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- Benefits
  - Longevity
  - Enjoyment of Life
  - Greater Productivity
  - Fewer Physical Ills
- Methods
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  - Total Isokinetics
  - Jogging
- Motivation for Physical Fitness
  - Methods
  - Research

Employee Services
- The Service Center
  - Discounts
  - Information
  - Loan
  - Sales
  - Photo
  - Facilities Rental
  - Licenses
  - Utility Bills
  - Druggist
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- Services for Retirees

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The Selection of Volunteers
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Motivation and Emphasis
Employee Associations
Community Associations and Activities
Forerunners
- Physical Fitness
- Discount Purchases
- Employee Publications
- Mutual Benefit Associations

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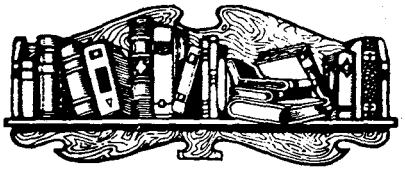
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Changes and Trends
- Growth
- Decline of Intellectual Emphasis
- Emphasis on Athletics
- Increasing Variety

Attitudes of Unions
Current Programs
The National Industrial Recreation Association
- Uniqueness of Industrial Recreation
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- The Purdue Meeting of 1940
- Support from Athletic Institute
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- Developing Services
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  - Research
- Organizational Developments
  - Democratic Control
  - More Self-Support
  - Community Relationships
  - Industrial Parks
  - Industrial Councils
  - Government/Industrial Collaboration
- Expansion
- International Developments



rm

Kodak's Kirt T. Compton is 1979–80 NIRA President



NIRA President Kirt T. Compton, CIRA (center) of Eastman Kodak Company accepted the presidential gavel from 1978-79 President Richard M. Brown, CIRA at the annual Presidents' Ball last May. On hand for the ceremony was Compton's wife, Patricia, who was instrumental in organizing the 1979 Conference spouses' program.

Kirt T. Compton, CIRA became NIRA President at the 38th Annual NIRA Conference and Exhibit last May. He was elected to the post the previous year.

Compton is Executive Secretary of the Kodak Park Activities Association at the Rochester, New York headquarters of Eastman Kodak Company. The program he heads has won the NIRA/Citizens Savings (now Eastwood) Award for overall excellence.

Compton has served in numerous capacities as a member of the NIRA Board of Directors. He is also active in shaping college training for employee recreation professionals in his community. Compton's proposals for the Association and its future will appear as "The NIRA President would like a word with you" in every issue of *RM* published during his one-year term.



The new President welcomed Conference delegates who visited the Kodak Park Activities Association he heads in Rochester, New York. rm

"Press on . . ."

1979 Conference and Exhibit: a total learning experience



Many Conference sessions packed meeting rooms to capacity.

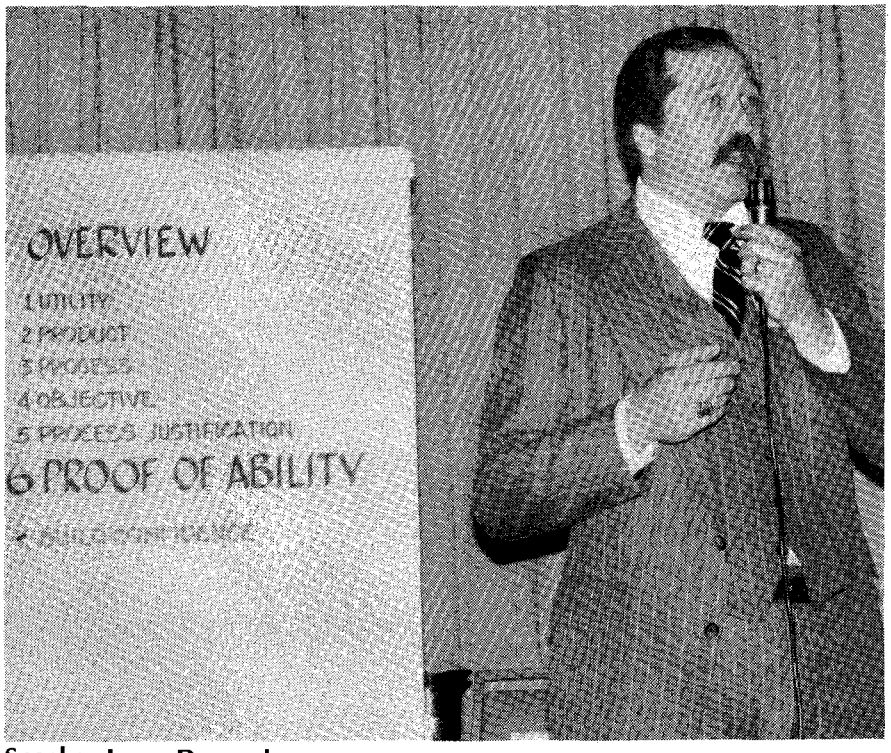
"You're going to have one whale of an experience in the next few days. A Conference is a total learning experience. Don't stop . . . you can sleep when you get home."

These words of welcome and friendly warning from 1978–79 NIRA President **Richard M. Brown, CIRA** (Texas Instruments) opened the 38th Annual NIRA Conference and Exhibit in Rochester, New York. The event, held May 17–22, 1979, at the Americana-Downtown, took its theme, "Press-on" from a familiar quotation about persistence and determination:

"Press on. Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are all powerful."

Fitness dominated the topics offered in the Conference program, as was appropriate in the year when the Association's voters elected their first Vice President of Fitness and Health, **Louis R. Mertens, CIRA** (Foreign Affairs Recreation Association). In his first message to NIRA members, in the July 1979 issue of *RM*, Mertens promised to develop closer ties with other organizations concerned with employee fitness and

continued on following page



Speaker Larry Domonkos

health. Top on his list was the President's Council on Physical Fitness and Sports.

The Conference keynote speaker on Thursday, May 17 was the Council's chief spokesman, Richard O. Keelor, Ph.D. Recreation, said Keelor, has always included a fitness component. The greatest service recreation and fitness programs can provide, he said, is to "give the people the knowledge of how to take care of their own bodies." If private industry will help in that effort, for the sake of its own success, concluded Keelor, it will also help cut employee health care costs throughout society and, thereby, help hold down the cost of goods and services.

Following the keynote address, NIRA Region I and the Genesee Brewing Company hosted a reception for first-time delegates. As with international Conferences in the past, the Rochester meeting drew first-time attendees from the surrounding area. Delegates from Rochester, Boston, and Washington, D.C. composed a large proportion of the group.

Friday got underway at 8:00 a.m., with regional breakfast meetings. Several regions announced plans for conferences in 1979 (see "NIRA Calendar"). All of them elected new Directors to serve on the 1979–80 NIRA Board of Directors.

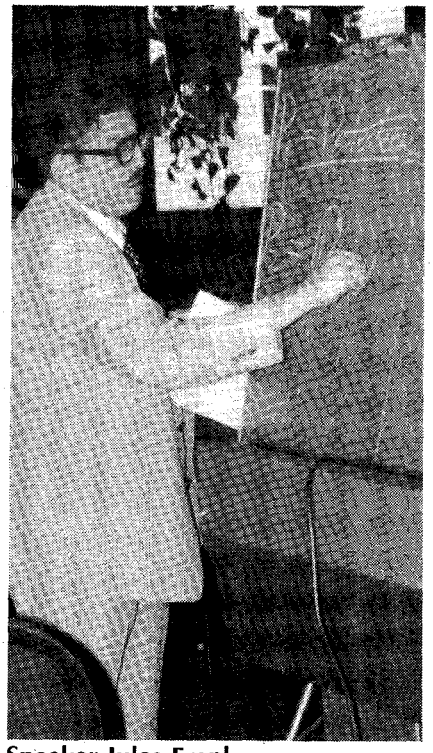
Delegates' spouses departed shortly after the regional breakfasts began for a rare tour of the Corning Glass Works in nearby Corning, New York. The Corning site includes the world-famous Steuben Glass center and museum. Many delegates envied the spouses' opportunity to tour Corning, and some reserved time at the end of the Conference for a tour of their own. The Spouses' Program was directed by Patricia Edgerton, Patricia Compton and Jeannine DeCarlo.

The regional breakfast meetings were the first opportunity many novice delegates had to see the NIRA organization in action. Immediately following that introduction, they attended another meeting held especially for them. In a session entitled, "What NIRA Can Mean to You," NIRA Executive Director **Patrick Stinson** teamed with **Stephen Waltz, CIRA,** then Vice President of Tournaments and Services, and **Ken Wattenberger, CIRA,** then Vice President of Membership, to provide an outline of the Association's benefits and answer newcomers' questions.

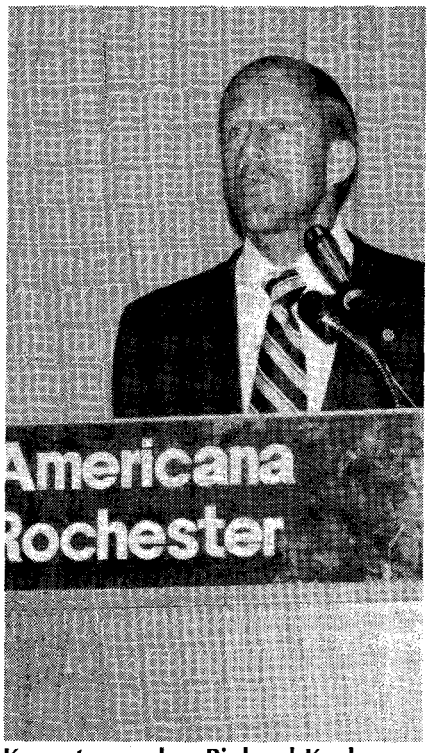
Friday afternoon began with another hour on physical fitness from **W. Brent Arnold, CIRA** , a past President of the American Association of Fitness Directors in Business and Industry (AAFDBI). Arnold advocated fitness programs as a sound business practice in his session, "Physical Fitness is Good Business." At the same time, NIRA Past President **John Leslie, CIRA** (3M) participated in a panel discussion of student interns as professional staff assistants. Dr. Donald Bridgeman of the Springfield College Recreation Department and Dee Craig, Ph.D. of the State University of New York at Brockport also participated. During the same hour, NIRA Consultant **Melvin C. Byers, CIRA** offered his well-known basic lesson on promotion and publicity for employee programs.

The remainder of Friday afternoon offered three more concurrent sessions. Larry Domokos, Manager of Management Training for Xerox Corp., gave a full hour of expert advice on how to make a presentation to management. He covered method, material and delivery in an outline of practical steps to communicating with any audience. At the same time, the Hon. Don Cameron, Minister of Culture, Recreation and Fitness for the Province of Nova Scotia, described government's strong encouragement of employee recreation and welfare in Canada. Still another session completed the Friday afternoon program. Delegates learned how survey results from recent NIRA polls can help predict the future of the organization and profession. Bound copies of two reports cited in the session, totalling more than 100 pages, are available for $7.00 from NIRA headquarters. The session was lead by **William B. DeCarlo, CIRA** (Xerox Corp.), Chairman of the National Industrial Recreation Research and Education Foundation (NIRREF), and included **Melvin C. Byers, CIRA** and several faculty members from the State University of New York at Brockport.

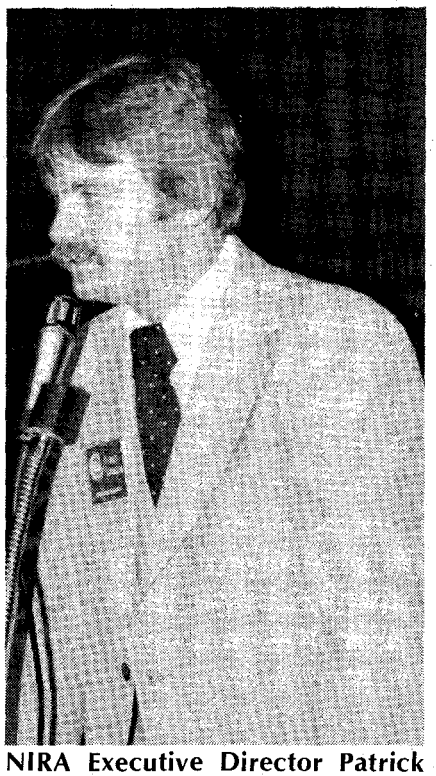
Friday afternoon brought the grand opening of the exhibit hall. Sessions were open, casual events during which each exhibitor had



Speaker Jules Frank



Keynote speaker Richard Keelor



NIRA Executive Director Patrick Stinson

the opportunity to meet each delegate personally.

On Saturday morning, May 19 one of the finest employee recreation facilities in the U.S. was opened to NIRA delegates. They toured the award-winning Kodak Park Activities Association (KPAA) headquarters in Rochester, as guests of the Eastman Kodak Company. They were welcomed by Neil Murphy, Group Vice President and General Manager, International Photographic Division. Murphy recalled his trip to Orlando, Florida for the 1976 NIRA Conference and Exhibit and told delegates that he expected to see many of them at the 1980 meeting in San Diego. He also told the group how he had learned the importance of employee activities first-hand as a newcomer to Kodak and the Rochester community.

"I got involved with the employee program through its basketball teams in 1955, when I came to Kodak. It helped me feel part of this company and this community," recalled Murphy. "That was very important to me." Now, as a Kodak executive, Murphy supports the KPAA wholeheartedly.

"It helps employees and management know each other . . ." he explained. "The frank and open discussion that can ensue can create the kind of atmosphere we want."

Murphy challenged NIRA members to follow their purpose, as defined in the NIRA by-laws:

". . . to further the development of employee recreation as a benefit to the community, to industrial and commercial companies and governmental organizations and to employees; and as a means of improving relations between management and employees and between employees themselves."

Murphy left delegates with three basic guidelines for improved recreation programs. First, he said, keep your program fresh and contemporary. "Make certain you review every program every year," he said. "Ask yourself, if I didn't have it, would I start it?"

Secondly, said Murphy, make personal fitness part of your life and part of the employee program. It will bring benefits to the individual employees and, hence, to the entire business.

Thirdly, he said, "Work hard on your salesmanship." The ability to sell, Murphy told delegates, is vital to the success of an employee recreation program.

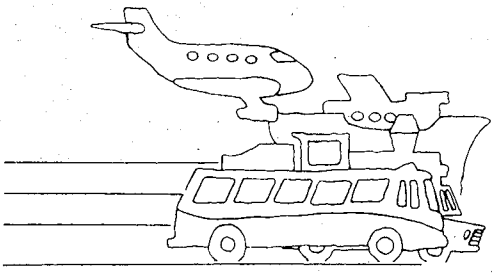
Delegates then saw the KPAA facility, first in a slide presentation, then by a walking tour that included auditoriums, a bowling center, craft and fitness rooms and more. Busses then wended through Rochester, past several KPAA field facilities, to the Xerox Corporation site at nearby Webster, New York.

Presentation of the 1979 NIRA Employer of the Year Award highlighted the Management Luncheon at Xerox-Webster, on Saturday. Amory Houghton, Jr., Chairman of the Board of Corning Glass Works, was this year's recipient. Because he had been called out of the country on business during the Conference week, Houghton's award was accepted by William Armistead, Ph.D., Vice Chairman of the Corning Board.

Honors also went to NIRA members for exceptional programs, activities and individual contributions to the Association. Twelve newly-approved applicants were officially inducted into the ranks of Certified Industrial Recreation Administrators (CIRA's).

Delegates stayed at Xerox after the

continued on following page



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Region VII Director Bob McCray and his wife, Darlene, took to the dance floor at the Presidents' Ball.

luncheon for a tour of Xerox' exceptional outdoor recreation facilities.

Donald Johnson, M.D. (Sentry Insurance) welcomed delegates back from Xerox with the final educational session of the Saturday schedule. In his hour on "Sentry's Approach to Wellness," Johnson outlined the many ways in which companies can encourage their employees to live healthier, more productive and enjoyable lives. Wellness, said Johnson, is more than the absence of illness. It means several levels of health. He encouraged other companies to follow Sentry's example with a broad range of health education and assistance programs.

Saturday concluded with a convivial open house for delegates and exhibitors in the exhibit hall.

Sunday, May 20 began on the run for nearly thirty delegates. Under the direction of Program Chairman **Steve Edgerton, CIRA (Xerox),** runners chose between two downtown Rochester routes for the 8:00 a.m. "Fun Run." Those who completed their races in times most closely matching their pre-race estimates were declared the winners.

Those who had slept through the early morning exercises joined the runners for a general educational session about the Xerox Health Management Program. Speaker James Post, Manager of Executive Fitness for Xerox, described the company's newly released total program for fitness.

Immediately following Post's session, delegates met once again with exhibitors in the exhibit hall for a deli-style lunch and more program planning discussions.

The Association's Annual Meeting, early Sunday afternoon, drew a full house of delegates. The Annual Meeting is the only opportunity each year for NIRA members to meet as a group. The gathering features brief reports from all NIRA Vice Presidents and elections for Executive Committee positions.

Members last May elected **A.C. "Al" Ward, CIRA** of Owens-Corning Fiberglas Corp. as President-Elect. He will occupy that position on the NIRA Executive Committee during

the 1979–80 administration of President **Kirt T. Compton, CIRA** (Eastman Kodak Company) and will assume the office of NIRA President in May 1980.

"This office (President) offers the best opportunity to help direct the future of the Association," said the President-Elect. "We are approaching a fork in the road. One way leads to growth and success. The other leads to stagnation and disolution. We are falling short of our potential. We can and should become more businesslike."

Elections continued with the unopposed election of **Louis Mertens, CIRA** (Foreign Affairs Recreation Association) as the first Vice President of Fitness and Health. Mertens' promise of closer ties to other fitness and health agencies as well as his hopes for the future of the area he now oversees appeared in the July 1979 *RM*.

Elizabeth Burchard, CIRA (Northwestern Bell Telephone Company) was next to join the NIRA Executive Committee as newly elected Vice President of Membership. She accepted a Distinguished Service Award later in the Conference for her outstanding contributions to membership promotion.

"We need to develop a membership growth plan," Burchard told the assembly. She promised to harness the talents of her committee as well as the total current membership in that effort.

NIRA Executive Director **Patrick Stinson** addressed the entire membership from the podium of the Annual Meeting.

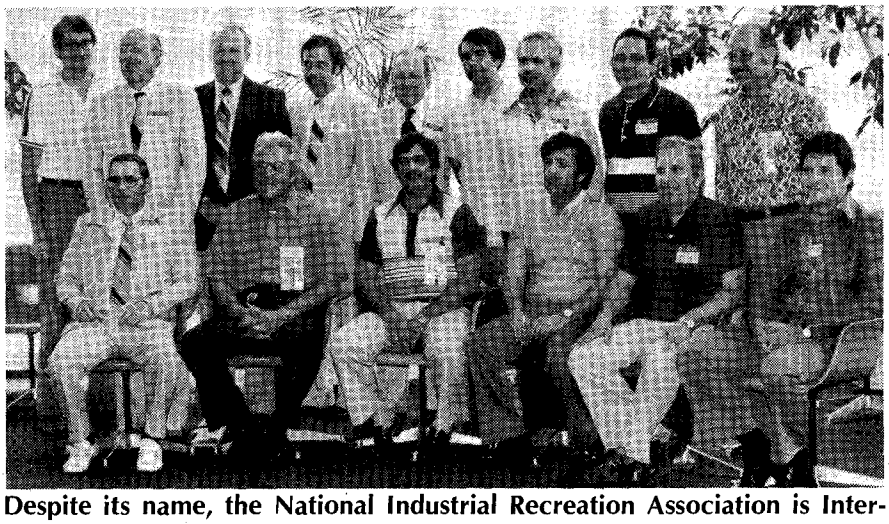
"There are several things we must do together for the growth and promotion of the Association," said Stinson. "First, externally, we have a story to tell. Whenever we can tell someone about industrial recreation and what it can do for a company, we always get a high degree of interest. We must zero in on public relations so that our story gets to more people. Secondly, internally, it is very important that you make management aware that what you are doing is of benefit to your company. Thirdly, I ask you to help build our membership by bringing one new member with you to the 1980 Conference in San Diego. Fourth, help other companies develop their recreation programs through your local Industrial Recreation Council—or start a Council if your area doesn't have one. Finally, it is up to the Chicago staff to take your enthusiasm and ideas back to Chicago and put them to work for the Association."

Roy Ahrensberg (San Diego Gas and Electric Company), President of the San Diego IRC, issued an enthusiastic invitation for all delegates to come back for more Conference and Exhibit experience next May at the 39th Annual NIRA Conference and Exhibit in San Diego.

Controversy and heated debate erupted toward the end of the Annual Meeting when NIRA Consultant **Melvin C. Byers, CIRA** delivered a special report from the Board's Personnel Committee. Byers explained to the meeting that NIRA voters would be asked to choose between NIRA's present name and a new name, "Employee Services Management Association (ESMA)." The choice would be made by postal referendum, following a period of written public debate, beginning in the September issue of *RM*. Opinions for and against the name choices as well as the method of proposing the change itself occupied many of the last few minutes of the Meeting.

1978–79 NIRA President **Richard Brown, CIRA** (Texas Instruments) offered a brief word of thanks for the opportunity to serve the Association in the past year. Incoming President **Kirt T. Compton, CIRA** followed him, saying, "I can't do it alone in

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Despite its name, the National Industrial Recreation Association is International. These Canadian and Mexican delegates assembled after the Management Luncheon. Nine delegates traveled from the Monterrey area of Mexico to attend the Rochester, New York meeting.



Delegates toured the facilities of the Kodak Park Activities Association.

the coming year. Let us all be friends and work together to serve NIRA."

Monday morning began with a continental breakfast for everyone in the exhibit hall. At the same time, members of the certification program held their annual meeting. The CIRA's and CIRL's elected **John G. Tutko, CIRA** (Headquarters, U.S. Air Force) to another one-year term as the program's Director. They also elected Past President **Roy McClure, CIRA** (Lockheed Georgia) to a four-year term on the Board of Trustees for the National Industrial Recreation Research and Education Foundatin (NIRREF). Current NIRREF Chairman **William DeCarlo, CIRA** was returned for another one-year term.

Employee psychologist Jules Frank, Ph.D. informed and entertained the certified delegates for the remainder of their meeting with his session, entitled "Re-creation Counseling—The Professional's Viewpoint."

"Effective, successsful management has a lot to do with how you treat people," Frank told the group. "People are not divisible," he continued. "You have to treat each one as a whole person." Each employee said Frank, has a personality composed of a *Parent* (a rulemaker and a nurturing caretaker), an *Adult* (the intellectual, reasoning element) and a *Child* (the emotinal person). Recreation, said Frank, reaches the child in us all, and the child is the source of motivation.

While delegates and exhibitors were busy at the Americana, spouses toured Rochester. They visited the Susan B. Anthony House, the site of the famous Rochester lilac festival, and the historic home of photographic pioneer George Eastman.

The final three sessions of Monday morning competed for delegates' attendance. A panel of recreation professionals, including **A. Jody Merriam, CIRA** of the Oakland Industrial Recreation Association, discussed trends and growth in women's programming. Employee volunteers in community service were the subject of a session headed by Kenneth Allen, Executive Director of the National Center for Voluntary Action. Allen described the many rewarding volunteer efforts in which employees can become involved—with public relations benefits for their employers. Mexican delegates offered an exceptionally well-received session on industrial recreation and its philosophy in Mexico. The "employee welfare" approach noted in that session is also explored in an April 1979 *RM* article by speaker **Enrique Flores Mora** (Dinamica, S.A.). **Enrique Maldonado** (Accion Social Regiomontana, A.C.) also spoke.

Executive Director **Pat Stinson** was master of ceremonies for the Monday Awards Luncheon, a lighthearted gathering at which Conference tournament winners collected their trophies and exhibitors awarded door prizes. Silver trophies were presented to winning organizations in the NIRA/National Rifle Association tournament, as well.

Monday afternoon's program offered another session selection. **R. Keith Fogle,** President of the American Association of Fitness Directors in Business and Industry, presented a checklist of fitness program planning considerations. His remarks were reported in the July issue of *RM*. Students were interested in both of the other sessions offered, "Planning a Career in Recreation Management and "What is New in Recreation Services," a roundtable discussion.

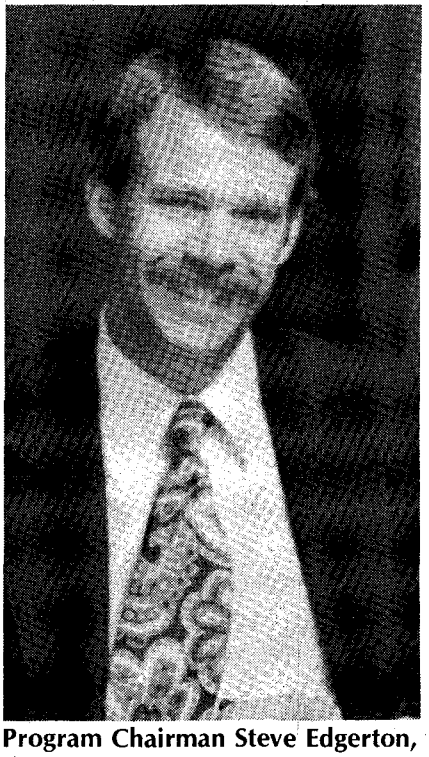
Late Monday afternoon, Jules Frank adapted his CIRA/L meeting topic to a general session entitled "Re-creation Counseling—The Coming Profession."

The social highlight of the Conference came Monday evening when delegates, exhibitors and spouses dined and danced at the Presidents' Ball. The traditional event honored 1978–79 NIRA President Dick Brown, CIRA and 1979–80 NIRA President Kirt T. Compton, CIRA.

Delegates who were on hand for the Tuesday morning educational session heard Xerox Corp. Vice President Horace Becker tell recreation directors how to talk to management. Becker's remarks, included in this issue, were called by many a "second key note."

At the Tuesday morning Conference wrap-up session, new NIRA President Compton encouraged delegates to establish the kind of hometown support available to the Rochester Conference planners.

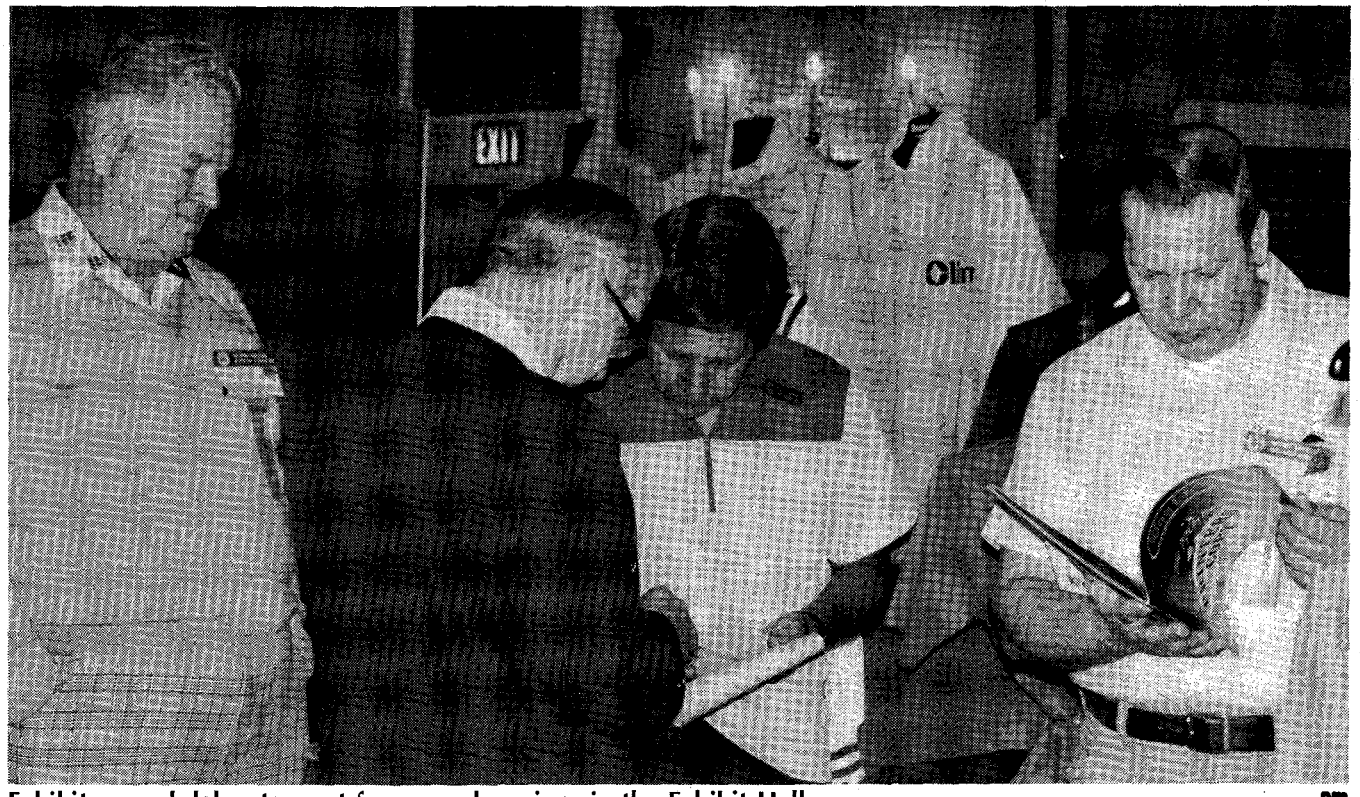
"We couldn't have done it without the dedication and hard work of the NIRA members in Rochester," he said. "If you don't have that kind of relationship in your town, work on it!"



Program Chairman Steve Edgerton, CIRA



President-Elect A. C. "Al" Ward, CIRA



Exhibitors and delegates met for several sessions in the Exhibit Hall.



Past President Kenneth Klinger, a Rochester resident, sat in on the Conference.

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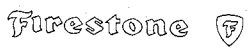




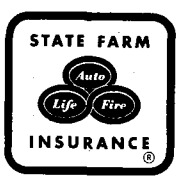
















































The National Industrial Recreation is known by the companies it keeps — year after year. Over 1,800 company members represent NIRA, which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation — just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

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1979 Certification Honor Roll

NIRA recognizes highly accomplished employee activities administrators through the only certification program in our field. Under the administration of CIRA Director **John G. Tutko, CIRA,** the program honored twelve newly qualified members at the 37th Annual NIRA Conference and Exhibit, May 19, 1979. Their names and companies are listed here.

A Certified Industrial Recreation Administrator (CIRA) must have professional status as a paid employee recreation administrator at the time of application. He/she must pass a written examination established by the Certification Committee. He/she must also have (1) five years' experience as recreation administrator or supervisor with a minimum of one year in employee recreation or (2) a baccalaulreate degree in industrial recreation or a related field and one year's experience in employee recreation or (3) a baccalaureate degree and three years' experience in employee recreation.

Michael E. Bass, CIRA
Phillips Petroleum Company

Harry S. Bougeno, CIRA
Los Angeles Times

Eugene G. Brooke, CIRA
3M Canada, Limited

William M. Bruce, CIRA
Motorola, Incorporated

Carol Ann DuBose, CIRA
Xerox Corporation

William H. Hill, CIRA
Blue Cross/Blue Shield

Shelley Jill Hoover, CIRA
Kaiser Permanente

Jack C. Jarvis, CIRA
Kohler Company

Bobbie Love, CIRA
TRW, Incorporated

Donald P. Schneider, CIRA
Western-Southern Life

Florence E. Williams, CIRA
Kaiser Aluminum & Chemicals Corporation

Jerre W. Yoder, CIRA
General Dynamics—Ft. Worth Division



New CIRA's posed after the Management Luncheon. Standing, left to right: CIRA Director John G. Tutko, William H. Hill, Jerre W. Yoder, Donald P. Schneider, William M.Bruce. Seated, left to right: Michael E. Bass, Florence E. Williams, Eugene G. Brooke. rm

PLAN TO ATTEND

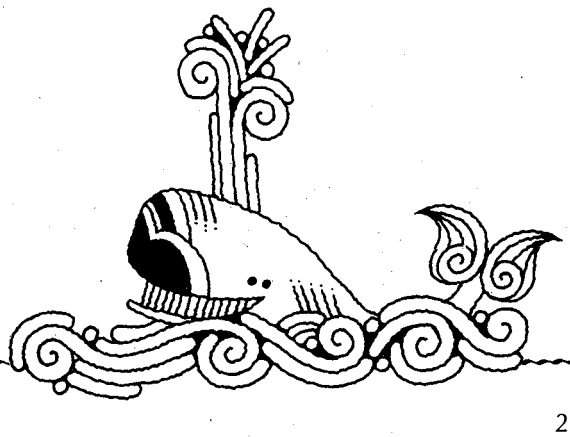


39th Annual NIRA Conference & Exhibit

May 15–20, 1980

Town and Country Hotel
San Diego, California





1979 NIRA Award Winners

Employee organizations large and small carried home awards from the 38th Annual NIRA Conference and Exhibit last May. NIRA Awards, the only honors exclusively for our field, recognize excellence in programming, promotion and service. Winners gain international prestige for their organizations and corporate-wide recognition for their contributions to good employee relations and high productivity.

EMPLOYER OF THE YEAR

For outstanding executive support of employee recreation, fitness and services
Amory Houghton, Jr.
Chairman of the Board
Corning Glass Works

NIRA/EASTWOOD AWARDS

For excellence in overall employee programs
Fewer than 1,000 employees
Flick-Reedy Corporation
Bensenville, IL
Arthur L. Conrad, CIRA

1,000 to 5,000 employees
Oneida Silversmiths
Sherrill, NY
Ronald Jones, CIRA

5,000 to 10,000 employees
Phillips Petroleum Company
Bartlesville, OK
Howard Heuston

DISTINGUISHED SERVICE

For outstanding contributions to membership promotion
Elizabeth F. Burchard, CIRA
Northwestern Bell Telephone Company
Omaha, NE

SPECIAL RECOGNITION

For outstanding academic contributions to the field of employee recreation
Theodore Wilson, Ph.D.
University of Toledo
Toledo, OH



1978–79 NIRA President Dick Brown, CIRA presented the Distinguished Service Award to Elizabeth Burchard, CIRA.

PROMOTIONAL AWARDS

For outstanding publicity materials

(1) HANDBOOKS, BROCHURES, GUIDEBOOKS, DIRECTORIES

First **Texas Instruments Incorporated**
Dallas, Texas
"Texins Activities and Facilities Directory"
Richard M. Brown, CIRA

Second **State Farm Insurance Company**
Bloomington, IL
"Orientation Handbook"
Flores Hess

Third **General Mills, Incorporated**
Minneapolis, MN
"Something For Everyone Sometime"
Ralph Ferrara

(2) PUBLICITY FOR INDIVIDUAL ACTIVITIES

First **TRW Defense & Space Systems Group**
Redondo Beach, CA
"TRW/Activity Day"
Bobbie Love

Second **Digital Equipment Corporation**
Maynard, MA
"1978/79 Ski Club Events"
Mr. Kolinka

Third **Quaker Oats Company**
Chicago, IL
"Annual Employee Picnic"
Paul Hays

(3) MISCELLANEOUS PUBLICITY CATEGORY

Convair Recreation Association
San Diego, CA
"CRA Slide Presentation"
John Eubank

Control Data Corporation
Minneapolis, MN
"Small Craft Harbor"
Ron A. Hurst

Dominion Foundries & Steel, Limited
Hamilton, Ontario
"Recreation Centre Brochure"
Murray Dick

DeVilbiss Company
Toledo, Ohio
"DeViews"
Nancy Gansmiller

Flick-Reedy Corporation
Bensenville, IL
"Corporate Communications"
Arthur L. Conrad, CIRA

Miller Brewing Company
Milwaukee, WI
"Miller Times"
Kitty Nelson

Motorola, Incorporated
Schaumburg, IL
"Recreation Manual"
Frank Havlicek, CIRA

Xerox Corporation
Leesburg, VA
"Student Fieldwork Manual"
W. Brent Arnold, CIRA

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Alice Bucca

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Kodak Park Athletic Assn.
Rochester, NY
"Spring Show"
Kirt T. Compton, CIRA

Eli Lilly & Company
Indianapolis, IN
"Drama Club"
James R. Gossert

Fluor Corporation
Irvine, CA
"Over the Line Tournament"
Daniel L. Archibald, CIRA

General Dynamics Recreation Assn.
Ft. Worth, Texas
"Ballroom Dancing Activity"
Donald Ray Hancock

3M Canada Incorporated
London, Ontario
"Fitness Program"
Eugene G. Brooke

Oneida Silversmiths
Sherrill, NY
"Employee Garden Program"
Donald S. Ackerman

Storage Technology Corporation
Louisville, CO
"Ski Club"
Bob Ariniello

Texas Instruments Incorporated
Dallas, Texas
"Texins Flying Club"
Richard M. Brown, CIRA

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IDEAS CLINIC



by
Melvin C. Byers, CIRA
NIRA Consultant

Q We have requests every year from employees for help in planning class or family reunions. I try to provide tips on planning, funding and organization, based on experiences with the employee program. Can you provide any further advice that would apply specifically to class and family gatherings?

A You, like most employee recreation directors, are undoubtedly consulted as the company recreation specialist for individual, as well as group activities. Although you cannot get involved in employees' personal plans, you can pass along the basic guidelines that apply to any large social gathering. In addition, you will want to keep in mind several unique aspects of class and family reunions.

As you know, the first step in organizing an event is to determine the amount of money necessary and available to finance it. The selection of site or facilities is next, of course. Your third need is the appointment of a capable chairperson and committee to organize the event.

Most family picnics and reunions are simple to plan since the participants furnish most of their own refreshments and entertainment. The occasion is usually unstructured and sociable, with few planned activities. Stories, histories of the group, and incidents of humor that involve all participants are usually spontaneous or easy to initiate. Old photos, songs, and momentos help create the proper atmosphere for light-hearted reminiscing.

A family reunion can easily follow a picnic program format from this point. If your members need family entertainment ideas, you might consider stocking a few basic how-to reference books. A number of adult and children's game books are available at most libraries. NIRA also has picnic guidebooks that would be helpful in planning activities for reunions.

A family reunion is likely to draw people from several generations, while participants in a class reunion will be the same age. Class reunions, even more than family gatherings, are nostalgicly inclined. The planning committee could construct a program around the time when the participants were in their teens and early twenties. Music and events of that time frame will be greatly appreciated.

Family reunions are best held outdoors while class reunions are more often held indoors. Because family reunions include all ages, recognition of the oldest, youngest, most children, etc. can be incorporated into the programs. Class reunions can display graduation pictures in a match-the-picture-to-the-guest contest.

Because refreshments and chances to win are important to the success of any social activity, fees to participants should be high enough to cover food, beverages and prizes. Participants will be willing to support the activity financially, if they have confidence in the integrity of its organizers.

Participants will also appreciate the event if it is obviously organized with consideration for everyone involved. At a family reunion, everyone, regardless of age, should be made to feel part of the group. In a class reunion, all former classmates should be helped to feel welcome, without regard to past glories or present status in the community. Of course, you understand the importance of personal attention and appreciation from your experiences as an employee activities planner.

Employee associations, too can conduct reunion-type parties through their service award programs or veteran employees clubs. All employees with 25 years or more of service are often honored by a special event during the year. We have also noted picnics and parties staged for all employees reaching their fifth or tenth years of employment. Retirees' picnics and banquets are standard for many companies and are often the social highlights of the year for former employees.

The employee association should reserve one activity each year for its own birthday party. Past presidents can be honored in a celebration that includes cake and other refreshments for all members. The occasion will serve as an effective membership promotion event. The association can also plan for larger 10, 25, 30, or 50-year celebrations that offer a series of special company-wide "Birthday Days." rm

Get involved with your community



Amory Houghton, Jr.
1979 NIRA Employer of the Year

by William Armistead, Ph.D.
for Amory Houghton, Jr.
Chairman of the Board
Corning Glass Works
1979 NIRA Employer of the Year



William Armistead (left) accepted Houghton's award from 1978–79 NIRA President Richard Brown, CIRA.

It is an honor to be recognized by the National Industrial Recreation Association, of which we have been a member for the past 30 years.

I have personally been aware, for many years, of Mr. Houghton's deep interest and involvement in all phases of recreation. Your organization has selected him for this honor, I believe, because of his strong support of a wide range of recreation programs, and because of his sensitivity to the needs of Corning's employees, and, indeed, all citizens of the greater Corning area.

Besides insisting on an excellent corporate program, he also has been a behind-the-scenes "mover" of community-wide programs, such as Little League, Cinderella Softball and local golf clubs. Further, he supported, through the Corning Glass Works Foundation, the construction of Olympic-sized swimming pools in our two high schools—pools which are open to the community. Just recently, the company made a donation to the State of New York of a sizable recreation complex just west of the city of Corning—land that the state is now in the process of turning into a new state park.

Even as I am speaking here today, we have a major recreation event under way at Corning. It is the Ladies Professional Golf Association, participating in the $100,000 Corning Classic, sponsored by Corning Glass Works. Proceeds from this tournament will benefit seven hospitals in Corning and surrounding communities.

Our corporate headquarters are located in a small community about 90 miles south of Rochester. We've been there for the past 100 years. We began our recreation program more than a half-century ago, in 1925. Like many of the early industrial recreation programs, ours was a modest one; but over the years we've expanded and improved it. And we've done it with help from NIRA. In fact, Andy Zadany tells me that a great deal of our success has stemmed from a close association with your organization.

I understand that many of you are attending this meeting for the first time. Let me, if I may, give you a word of advice. Take advantage of your presence here to talk to as many of your fellow professionals as you can. You'll get a lot of ideas from them. These able men and

continued on following page



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Employer of the Year *continued*

women *want* to share their experiences with you. That's what we have done over the years, and I can tell you it's been of tremendous value to us.

Corning's recreation philosophy is quite simple. It is to provide programs and facilities to our employees who might otherwise be unable to enjoy them. Clearly, an employee who is healthy, alert and motivated is more creative and more productive. A solid recreation program makes good business sense. We don't think there's any doubt about that.

I think we're fortunate in Corning in the way the company programs can interact with the community programs. Our company recreation center happens to be located adjacent to the community YMCA. We planned it that way, so that the activities would complement one another.

The company constructed "dry" facilities such as billiards, table tennis, indoor and outdoor shuffleboard, outdoor tennis courts, craft rooms, and basketball, volleyball, badminton and horseshoe courts. The "Y", on the other hand, offers exercise rooms, sauna, whirlpool baths, indoor track, gymnasium, and racquet and handball courts. This fall, the company will offer a 12-week physical fitness course for employees under the direction of the "Y".

The road is not always easy. In 1972, our corporate recreation facilities were completely destroyed by the severe flooding that accompanied Hurricane Agnes. But, by using community facilities that were undamaged, we continued our recreation program. Even then, Mr. Houghton recognized that employees struggling to rebuild their homes needed some relaxation. He personally ordered an assessment of all available sites.

I mention this only to make a point. If your company does not yet have its own recreation facilities, ask your community to cooperate with you in offering a program for your employees. In our own case, we used community facilities for more than three years until our new building was ready and we still use community facilities for some phases of our program.

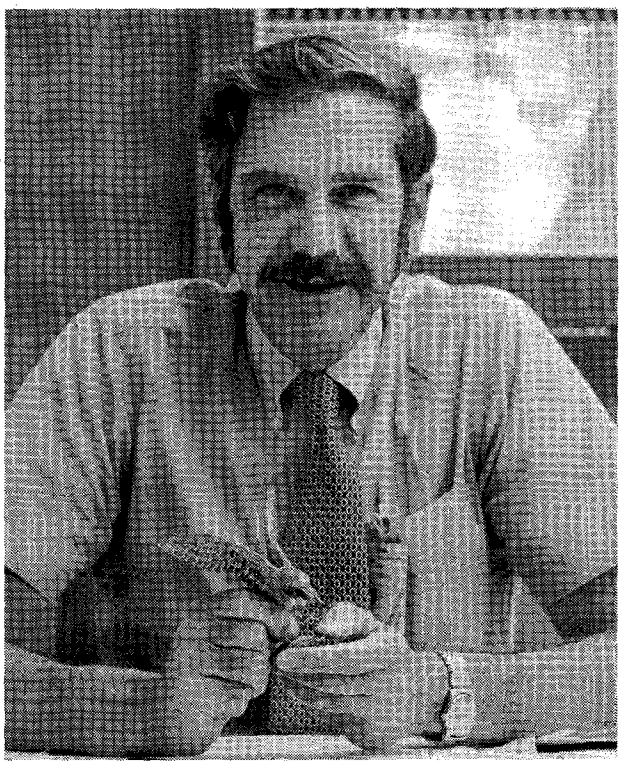
Corning is committed to a strong employee recreation program. I hope you are too.

On behalf of Mr. Houghton, I again thank you for recognizing his leadership in the field of industrial recreation. I am pleased that I have been able to be with you here today to accept this honor.

William Armistead, Ph.D. is Vice Chairman of the Board, Corning Glass Works. **rm**

The President of National Semiconductor supports employee recreation

RECREATION, THE SHARED EXPERIENCE OF COMMUNICATION



Charles Sporck
President
National Semiconductor

"National Semiconductor is a company that has experienced a rapid growth in the past five years. We are now the second largest manufacturer of integrated circuits and the third largest semiconductor firm in the country.

"This is what every company looks forward to, but it can be a mixed blessing when it comes to the personal aspects of working with people you like and respect. When National was a small company, I had the time and opportunity to interact with each employee on a personal basis. I knew each employee's first name and about each employee's family. And that, frankly, is one of the saddest things to me—to realize that as a company grows, we in senior management spend more time on administrative tasks.

"I am committed to achieving the goal of keeping open and strengthening the bond of communication between people. To me, part of the bond lies in recreation, the shared experience of communication.

"We've always had social activities—picnics and parties—at National where we could meet and have fun with our fellow employees. But as we grew, we needed something more, something which recognizes and acknowledges that the quality of the social environment on the job is as important as the job itself.

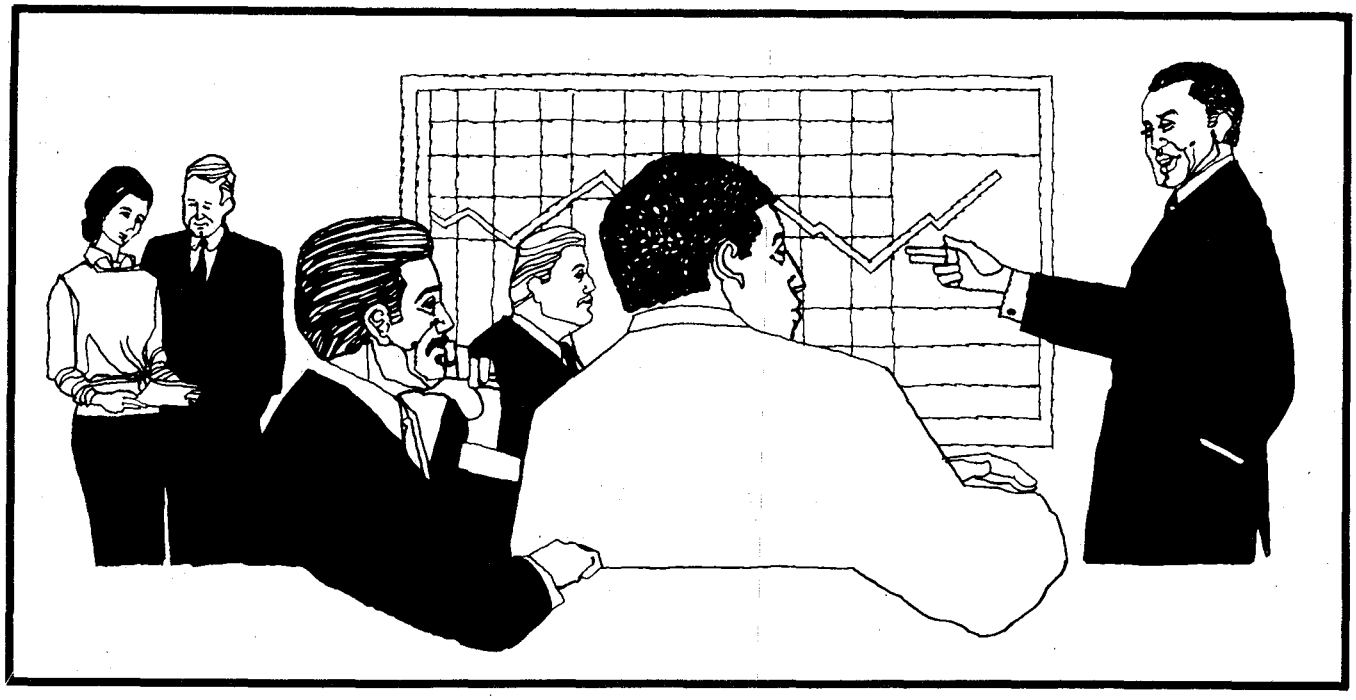
"And that's what our recreation program is all about, a multi-faceted and broad based recreational program, for all our employees and their families.

"We will continue to develop a program that will include sports and physical fitness activites, hobby clubs, travel and tours, and special events. I believe that these activities appeal to people from different departments within the Company who, by this interaction, get acquainted and become friends.

"I believe the recreation activities stimulate exchange between all levels of employees and add an opportunity for company involvement without the pressures of business. We want National people to experience the fun and relaxation of after hours recreation programs and continually invite their families to join in the fun.

"A creative, dynamic recreation program demonstrates to one and all that we are deeply interested in the quality of life of the people at National Semiconductor."

Say it in numbers



Learning how to talk with management

from remarks by Horace Becker Vice President, Research and Development Xerox Corporation

If you want strong management support—and you are going to need it—you must learn to change your tactics. Employee recreation is no longer beer and bowling. It has shifted into an area called "employee services" where people talk about employee stores, travel assistance, stop-smoking clinics and a great deal more. But recreation directors too often present it to management as just another fringe benefit—a nice little extra.

A few years ago, you emerged from an obscure corner of the corporation and you sold the idea that recreation is good business. You have done that successfully. But you have not really done it in a quantitative way. You have been riding on a bluff. You have been saying to people, "Recreation is good business; it's good for morale." But you have not really proved it.

Let me refer you to some very interesting information in the February 1979 issue of *Recreation Management* Magazine*. I suggest you take a look at it again because it will give you some idea of what you are up against as a professional group.

For that study, two researchers at California State University asked some business students and some recreation students about recreation. Remember, as you review the responses, that business people are the ones who make decisions in your corporation.

The students were asked to respond to the statement, "Employee recreation centers help improve morale." Among the recreation students, 52% strongly agreed and 38% agreed. Among business students, however, 30% were undecided. They weren't sure whether that was so. Twenty percent disagreed. They said, in effect, "I don't accept that statement." At least none of them strongly disagreed.

Look at another statement: "Employee recreation programs keep the employee physically fit." Sixteen

*"*Employee recreation: Why aren't more businesses involved?", George Welton, Ph.D. and Larry Klein, RM, Feb. 79; pp 22–26. See inset, page 32.*

percent of the business students disagreed. Another 36% were undecided. They said, "You haven't proved it to me." Thank God 16% strongly agreed. Maybe they will survive. Among recreation students, of course, 38% agreed and 42% strongly agreed. You stick together. You are bringing up a new breed of recreation students who believe. But you are obviously not convincing the decision makers.

Check the response to another statement: "Absenteeism is reduced if a company provides a wide range of recreation programs for the employees." Of the business students, 42% were undecided. They sat there and said, "We don't believe you." Look at those figures. Listen to what they are telling you.

You and your profession are at the crossroads. You have come a long way. But making statements like "good for morale" is out. That is not going to do it for you. Saying "It's good for business" is out. It's not going to work any longer. *Qualitative* statements must go. You are going to have to deal in a *quantitative* way.

You will have the chance to advance your programs. There is no doubt that the work week is shrinking. In major cities, people are working a 32½-hour week. The opportunity to build the total person is there, but getting the money to run a program will get tougher. You must develop a new approach. You have to learn to use statistics.

I am going to let you in on a big secret. I am part of top management—whatever that means. We get a lot of presentations and we are very easily bluffed. You have to learn to bluff like the pros. You will have to start being quantitative. You are not going to be able to do it in perfect fashion, but you cannot just get up and say, "It's good for morale." You have to start throwing numbers. You have to learn to talk about ROI—Return on Investment. You no longer can use your own vocabulary. You have to learn the lingo. Suppose you say to management, "We need a new recreation facility." Some MBA will say, "What is the ROI? We won't accept any program in the company that doesn't have an ROI of 20%. Why are you asking for a program with an ROI of only 5%?"

"Because," you explain, "it supports other programs." Recreation supports other programs. You know that intuitively. But if you want anyone in management to hear you, you have to say it in numbers.

Let us say, for example, that you are talking about the effect of your program on employee retention. You can discover very easily what the job retention schedule is for the people who are involved in your program because you deal with them every day. Admittedly, you will not have a control group of noninvolved employees whose retention rates you can compare to the active group's. I wouldn't worry much about that if I were you. Be positive about the information you do have. Tell management, "Those people who participate in our programs stay with the company an average of ten years." Nobody will ask you, "What about those people who don't participate?" Simply tell them about the terrific record of those people who do participate. Point out how healthy they are. No one will interrupt the presentation and say, "Well, I am very pleased with that record; but what is the norm?" No one will ask you that question. It is amazing.

I am not suggesting that you be dishonest. Just do not answer all the possible questions unless someone is smart enough to ask them. Chances are, no one will ask.

I had an opportunity to work for the last 14 months with a slight legal involvement that showed the wisdom of this approach. Someone sued Xerox for $1.5 million in an anti-trust question. I spent more than a year with

You have been riding on a bluff. You have been saying to people, "Recreation is good business; it's good for morale." But you have not proved it.

lawyers and I learned a very useful thing—Listen to the question and never provide more information than is required. For example, suppose someone asked you, "Were you there when the fight started on Monday?" Ordinarily, you might answer, "No, but I was there on Tuesday." WRONG answer. Right answer: "No." If someone is smart enough to ask you the question, "Were you there on Tuesday?", then you answer, "Yes."

I am talking about the same game in your case, sorry to say. You mention only that the retention for participants in your program is ten years. If no one asks you the next question, keep right on going. Don't be dishonest, be smart.

Still, you will have to collect data. Unfortunately, very few of you have the staff or resources to do this kind of thing on your own. Most of you are shoestring operations. Three or four professionals and a couple of clerical assistants is a big operation. That is why you need an

Continued on following page

association. You can exchange information with other industries and even with competitors. You have the opportunity to talk with each other. You really don't compete with one another in the sense that, say, your engineering departments may compete. You can call the people next door and say, "What figures do you have? Can you help me out?"

You are handling the most important asset of a corporation. You don't work with machines, you don't work with products, you work with people. When the chips are down, they are all that really counts.

One time, I was asked how long it would take to recover production if our manufacturing plant were burned to the ground. I asked, "Can I assume that all the people get out?" The answer was yes. I said, "Well, we'd get a warehouse here, a tent there . . . We have the best people in the world . . . Within six months, we would be pushing machines out the door again."

"But what about all the tools and drawings?" someone asked.

"I'd have the people from the assembly line who work with the tools," I answered. "They could draw the things in their sleep. As a matter of fact, they would probably draw them a little different and they would probably work a lot better."

You understand what I am saying. You know the importance of people. You understand their needs. Management tries to take people and put them into a financial statement. They talk about people as overhead. Isn't that a scary thing? It is up to you to turn that attitude around. And to do that, you have to play the game.

The future of industrial recreation lies with those business people who understand assets—and that includes you. You are the group that understands the importance of the human asset. You are a very special group. You give of yourselves to help others enjoy themselves. You deal with the whole person—not just the worker, but the whole person.

You know what your programs do. They help the company do a better job of handling that asset called people. You have to stand up there and say it bluntly. You have to talk about training costs and retention rates. What does it cost to have an employee flat on his back, unable to recover from a heart attack? What does it cost when an employee doesn't grow as a total person? What does it cost when people are bored with their jobs and hate to come to work? People in top management would listen to someone who can present some sensible answers to these questions. But no one ever lines it out for them. There is tremendous opportunity there for you.

You are going to have to deal with business people whether you like it or not and you are going to have to learn their language. You are capable of doing it and I am sure you will.

Originally a session, 38th Annual NIRA Conference and Exhibit. Tapes of this and other sessions are available from Transcripts for Tomorrow. (See "Ad Index".) **rm**

Sample Results

Employee recreation centers help improve morale

	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
Business Students (N=50)	8%	42%	30%	20%	0%
Recreation Students (N=50)	52%	38%	8%	2%	0%

* * *

Employee recreation programs help keep the employee physically fit

	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
Business Students (N=50)	16%	32%	36%	16%	0%
Recreation Students (N=50)	42%	38%	10%	10%	0%

* * *

Absentism is reduced if a company provides a wide range of recreation programs for the employee

	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
Business Students (N=50)	2%	28%	42%	18%	10%
Recreation Students (N=50)	22%	48%	26%	4%	0%

From "Employee recreation: Why aren't more businesses involved?"; George Welton, Ph.D. and Larry Klein.

TOURNAMENT NEWS



by Stephen W. Edgerton, CIRA
Xerox Corporation
NIRA Vice President,
Tournaments and Services

Improved NIRA bridge tournament debuts in '79

It is time for the National Industrial Recreation Association Annual Duplicate Bridge Tournament. **Lou Mertens, CIRA** (Foreign Affairs Recreation Association) is Tournament Coordinator. He can be reached by phone at (202) 632-1628.

Lou sent complete Bridge Tournament entry information to all eligible participants, along with tips on running local play successfully, during the first week of August. The deadline for company sponsorship applications and the required $3.00 fees that qualify teams for Master Point eligibility, is September 16, 1979. Local tournament games may be played between October 15 and November 30, 1979. All entry fees ($2.50 for individuals) and tournament results must be sent to Lou Mertens, postmarked no later than December 15, 1979.

The cost of conducting the local tournament is the responsibility of the sponsoring company.

Percentage scores of the top two (2) pairs in each local game will be matched against winners in other games to determine the National Champions, runners-up, and third place finishers. Ties, if any, will be broken by drawing the names.

The National Champions, team runners-up, and third place winners will receive trophies for their permanent possession. National Champions will win a week-long vacation in Cuba. The trip is being made possible by Interplanner, of Arlington, Virginia, Alex Lopez, President. The trip will include:

- Round trip air transportation from Montreal or Mexico City to Havana
- Seven nights first-class hotel accommodations
- Round trip transfers between the airport and hotel
- Breakfast and dinner daily
- City tour of Havana
- All taxes and gratuities

The American Contract Bridge League (ACBL) will award Master Points for this tournament, for each game, and for national overall ranking, as follows:

1st place .....5 points
2nd place .....4 points
3rd place .....3 points
4th place .....2 points
5th place–10th place .....1 point

In addition, the top East-West and top North-South pair at each site will receive ½ point.

With ample time to apply for the tournament and organize local play this year, we expect to see a dramatic increase in the number of NIRA organizations that sponsor Bridge Tournament play. I hope your company is on the list of winners. rm

Nova Scotia

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For all the information you'll need, please contact **Earl Ward,** Convention Development & Sales Officer, Nova Scotia Department of Tourism, Box 456, B3J 2R5. 902-424-5933

NOVA SCOTIA

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BP-4-78

NIRA Board proposes changes and provokes controversy

The 1978-79 NIRA Board of Directors met May 16, 1979 at the Americana Hotel in Rochester, New York. The Association's leaders made several decisions, some of them controversial.

In the area of Finance, the Board voted to institute a bi-annual audit of the Association. It also directed the NIRA staff to prepare several interrelated promotional and revenue-generating plans to strengthen NIRA's financial position. Progress reports will follow the Fall 1979 Board meeting. The Membership Committee of the Board will work closely with Finance to increase the number of organizations in NIRA and help broaden our financial base.

The Public Relations Committee introduced a motion, which the Board passed, placing an Association name change proposal before the NIRA voters in a 1980 postal referendum. Details of the controversial proposal appear separately on page 7.

In the Tournaments and Services area, the Board accepted an improved format for the 1980 NIRA Postal Bowling Tournament. Details of that change appeared in the "Tournament News" department of the July *RM*. The committee also distributed drafts of a new *Tournaments and Services Manual,* to be released soon.

Regional Management moved ahead during the meeting with two important Board directives. First, NIRA Consultant **Melvin C. Byers, CIRA** was commissioned to develop a manual to assist members in forming new Industrial Recreation Councils (IRC's). Secondly, the Directors formally accepted responsibility for developing regional executive committees where none exist and initiating plans for formal regional leadership.

In Research and Education, the big news was the long-awaited release of a new college textbook, *An Introduction to Industrial Recreation: Employee Services and Activities.* The textbook is sponsored by the National Industrial Recreation Research and Education Foundation (NIRREF). A feature on its release begins on page 8.

Site Selection work culminated at the Board meeting with the endorsement of the Holiday Inn-Mart in Chicago as the site of the 1981 NIRA Conference and Exhibit. The 1982 event will be held in Orlando, Florida. The Board directed the staff to begin investigation of Conference sites for 1983 in Toronto, Minneapolis and Detroit.

At the meeting's close, outgoing NIRA President **Richard M. Brown, CIRA** thanked the Board for its service in the past year and commended the group for contributing to the dignity of the Association.

Merrell retires



1977-78 NIRA President Fritz J. Merrell, CIRA formally announced his professional retirement at the May 16, 1979 meeting of the NIRA Board of Directors. Merrell retires this month from Olin Corp., Pisgah Forest, North Carolina, where he has been Supervisor of Recreation Activities since 1954. He pledged to remain active in NIRA.



Board members Lou Mertens, CIRA (left) and Ron Lewis, CIRA rm

NIRA CALENDAR

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill—(312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Janet Harris—(614) 421-6940, ext. 2951.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5938.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid—(713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 679-3600.

Northern California Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Jesse—(408) 446-7404.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

Toldeo Industrial Recreation and Employees Services Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

* * *

Region I will hold its first Conference September 14–16, 1979 at the Sheraton-Boxborough, Boxborough, MA. Contact Alice Bucca—(617) 493-3318.

Region III will hold its third annual Conference, October 10–11, 1979 at Fermilab, Batavia, IL. Contact Susan Siwicki, CIRA—(312) 545-7701.

Region VII will hold its 29th annual Conference and Exhibit September 20-23, 1979 aboard the *Queen Mary*, Long Beach, California. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

39th Annual NIRA Conference and Exhibit will be held May 15–20, 1980 at the Town and Country Hotel, San Diego, CA. To become involved as a Conference planner or to request delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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How CPR training helps business.

CPR—cardiopulmonary resuscitation training is one of the valuable assets an employee can have.

If even one employee has this training, (which is available from Red Cross), every other co-worker benefits. Everybody can breathe easier knowing that in the event of a cardiac arrest, help is immediately available.

Why not set up a goal for your company... so many employees with CPR training per floor—or area?

It's easy to do. Call your Red Cross Chapter... they'll be glad to help you do it.

CPR training from Red Cross is one way you can help your company be ready. And a way you can help keep Red Cross ready, too.

Keep Red Cross ready.

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NATIONAL INDUSTRIAL RECREATION ASSOCIATION

38th Annual Conference and Exhibit Audio-Cassette Program

May 17-22, 1979 **Rochester, New York**

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TO ORDER, CIRCLE THE NUMBER(S) OF THE SESSION(S) DESIRED BELOW:

IRA-1 **PHYSICAL FITNESS-STATE OF THE UNION**
Richard Keelor, Ph.D. Director of Program Development, President's Council on Physical Fitness & Sports

IRA-2 **WHAT NIRA CAN MEAN TO YOU**
Patrick Stinson, NIRA Executive Director, Stephen Waltz, CIRA (Cummins Engine Co.), NIRA Vice President of Tournaments and Services; Kenneth Wattenberger, CIRA (Lockheed California), NIRA Vice President of Membership

IRA-3 **PHYSICAL FITNESS IS GOOD BUSINESS**
W. Brent Arnold, CIRA, Manager, Physical Fitness & Recreation (Xerox International Center for Training and Management Development)

IRA-4 **PROFESSIONAL STAFF HELP-THE STUDENT INTERN**
Dr. Donald Bridgeman, Chairman Recreation Education Department, Springfield College; John Leslie, CIRA, Manager, Employee Recreation (3M Company); Dee Craig, Ph.D., Professor, State University at Brockport

IRA-5 **PROMOTION & PUBLICITY FOR YOUR PROGRAMS**
Melvin Byers, CIRA, NIRA Consultant

IRA-6 **HOW TO MAKE A PRESENTATION**
Larry Domonkos, Manager, Management Training, Xerox Corp.

IRA-7 **INDUSTRIAL RECREATION IN CANADA-ITS PHILOSOPHY**
The Honorable Don Cameron, Minister, Recreation (Province of Nova Scotia)

IRA-8 **PLANNING AHEAD-A DISCUSSION OF THE 1978 NIRREF SURVEY**
William DeCarlo, CIRA, Manager of Recreation Services (Xerox Corp.); Melvin Byers, CIRA, NIRA Consultant Martin Rogers, Ph.D., Professor, State University at Brockport; Donald Rith, Ph.D., Chairman, Recreation Education Department, State University at Brockport; David Groves, Ph.D., Associate Professor, State University at Brockport

IRA-9 **SENTRY'S APPROACH TO WELLNESS**
Donald Johnson, M.D., Associate Medical Director, Sentry Insurance Co.

RA-10 **XEROX HEALTH MANAGEMENT PROGRAM**
James Post, Manager, Executive Physical Fitness, Xerox Corp.

RA-11 **FAMILY INVOLVEMENT IN YOUR PROGRAMS**
Gregory Demko, CIRA, U.S. Department of the Interior; Don O'Connor, Raytheon Co.

RA-12 **RELATING DRUG & ALCOHOL REHABILITATION TO RECREATION SERVICES**
Andrew Zadany, CIRA (Corning Glass Works); Stanko Rodic, M.D., (Xerox Corp.)

NIRA-13 **PROGRAMMING FOR AND UTILIZIN RETIREES**
Gene Daul (Eastman Kodak); Chuck Bouchard (Ra theon Co.)

NIRA-14 **TRAVEL PROGRAMS-CURREN INFORMATION**
Exhibitor Resources

NIRA-15 **RE-CREATION COUNSELING-THE PRO FESSIONAL'S VIEWPOINT**
Jules Frank, Ph.D., Vice President, Organizatio Development, Flick-Reedy Corp.

NIRA-16 **TRENDS & GROWTH IN WOMEN' PROGRAMMING**
Shirley Bowen, Coordinator, Physical Education & Athletics, East Irondequoit School System; A. Jod Merriam, CIRA, Director, Oakland Industrial Recreatio Association; Patricia Drum, Fitness Coordinator, Plaz Athletic Club, Rochester, NY

NIRA 17 **EMPLOYEE VOLUNTEERISM-BENEFITS & AVAILABILITY**
Kenneth Allen, Executive Director, National Center fo Voluntary Action

NIRA-18 **INDUSTRIAL RECREATION IN MEXICO-ITS PHILOSOPHY**
Enrique Flores Mora, Recreation Manager, Dinamica S.A.; Enrique Maldonado, Director of Fringe Benefit and Social Services, Accion Social Regiomontana, A.C

NIRA-19 **STARTING FROM SCRATCH-FITNESS PROGRAMS ON A RUNNING SHOESTRING**
R. Keith Fogle, President, American Association of Fit ness Directors in Business & Industry (Prudentia Insurance Co.)

NIRA-20 **PLANNING A CAREER IN RECREATIO MANAGEMENT**
Donald Bridgeman, Ph.D., Chairman, Recreatio Education Department, Springfield College; Donald A Fredericks, Employee Relations Manager, NAMD Div sion, Xerox Corp.

NIRA-21 **WHAT IS NEW IN RECREATION SERVICES**
Alan Benedeck (Allstate Insurance)

NIRA-22 **RE-CREATION COUNSELING-THE COMIN PROFESSION**
Jules Frank, Ph.D., Vice President, Organizatio Development, Flick-Reedy Corp.

NIRA-23 **FUTURE OF INDUSTRIAL RECREATION**
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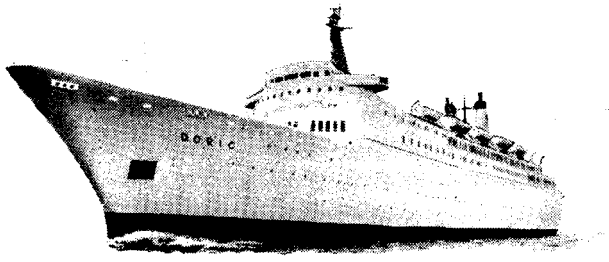
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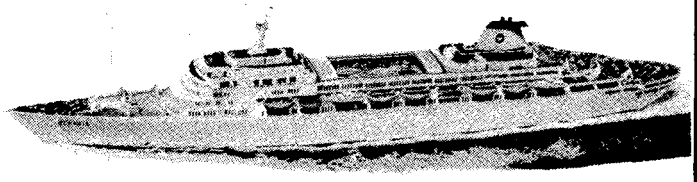


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NIRA DIRECTORY

PLANNING CHECKLIST

WINTER BLUES

EMPLOYER'S EDGE

EMPHASIS ON TRAVEL
What can we expect
in the 1980's? page 10
Travel Services Directory, page 21

SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

SEPTEMBER 1979 • VOLUME 22, No. 7

Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

RECREATION MANAGEMENT

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What is NIRA?

The National Industrial Recreation Association (NIRA) is a non-profit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Recreation Management* is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, return the reader service inquiry card in this issue.

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The NIRA President would like a word with you

. . . about financial strength



Kirt T. Compton, CIRA
Eastman Kodak Company
1979–80 NIRA President

We are a non-profit association; but make no mistake about it—money is vital to our future.

We are a fellowship of professionals and skilled volunteers, bound together by a common need for services that will help us perform better. We require revenue to answer that need.

We are a mutual benefit organization, dedicated to individual improvement through the sharing of information and ideas. We must have funds to expand and improve our communications.

We are an advocate of employee morale programs as a means of boosting productivity. We need financial support for our public education efforts.

NIRA presently depends upon three major sources of revenue. Membership dues supply some of the Association's funds. Income from the sale of advertising space in *Recreation Management* adds to this source. Our annual NIRA Conference and Exhibit, too, generates income, primarily from the sale of exhibit booths. These sources provide the income that supports our present services and the headquarters staff that administers them. In order to expand membership, improve services and promote the interests of our members, however, we must enlarge our efforts—and that will take more money. It is imperative that we generate larger, lasting sources of revenue. The work has already begun.

At the first meeting of the 1979–80 NIRA Board of Directors last May, (see report, page 26), your Board directed the headquarters staff to prepare several inter-related plans for the growth of membership and the generation of increased revenues. These plans will be refined at the fall meeting of the Board in Chicago.

As noted in this space last month, membership development tops our list of priorities. The increased revenues we generate from expanded membership rolls will help support continued development and make greater services possible for each member.

We are also moving ahead with a new marketing program aimed at suppliers; i.e., Associate members, *RM* advertisers and exhibitors. Vice President of Finance Jerre Yoder, CIRA is assisting the program with his development of a survey designed to determine our members' consumption of name-brand sports equipment. Information gleaned from this survey will help our Director of Marketing, Mike Brown, CIRA, reach suppliers who are not presently involved with NIRA. Mike, meanwhile, is refining an overall marketing plan to meet new suppliers and help them reach the NIRA market in ways that are most beneficial to the Association.

Your Board and staff are working to bolster NIRA's financial strength. In your own interests, I solicit your help, as well.

Show your appreciation for those suppliers who already support NIRA by making a special effort to learn about their products and services. When you find a valuable supplier, tell him about the Association.

Enclosed with your August edition of "Key Notes," NIRA's programming ideas newsletter, was a special request from Mike Brown, entitled "Send us one supplier." Mike's letter asked you to tell him about a supplier you use, whose goods or services would be of benefit to other NIRA members. You already exchange such information with recreation directors in your home area. Now, we hope you will do the same favor for your colleagues throughout the Association.

I have sent Mike the names of suppliers from my area who could benefit from NIRA membership. I hope you have, too. If not, please call or write Mike Brown at NIRA Headquarters with your personal referral. He will mention your name when contacting the supplier *only* if you authorize him to do so.

Come on and lend a hand. Each of us has the opportunity to become personally involved in building the financial strength of our Association. It is time for us to make that investment.

Kirt T. Compton



OPEN FORUM

NIRA by any other name . . .

Should the National Industrial Recreation Association (NIRA) be renamed the Employee Services Management Association (ESMA)? When the choice comes before NIRA voters in a postal referendum next year, the merits of those specific alternatives, as well as the greater question of a change, will be well-known to *RM* readers. In the next several issues of *Recreation Management,* "Open Forum" will present letters to the editor on this important issue. The letters published this month come from past and present members of the NIRA Board of Directors who were present at the 38th Annual NIRA Conference and Exhibit last May, when the impending referendum and this column were announced. We encourage all members and interested friends of NIRA to add their opinions to these. Responsibility for the selection of letters is the *RM* Editor's, with the advice and final approval of the NIRA Executive Director. Background information on the mechanics, costs and implications of a name change is available upon request from NIRA Headquarters.

To assure that the "Open Forum" best serves the interests of an informed electorate, we insist on these guidelines for contributors:

(1) Letters must be brief and to the point. We ask contributors to limit their remarks to 300 words.

(2) Letters must be dated and signed.

(3) Letters should be limited to the subject of the name change proposal. The NIRA office welcomes inquiries and comments on other NIRA business, but will restrict the "Forum" space to this question until it is settled.

(4) Letters must be received in the NIRA office by the Friday of the first full week of the month, for publication in the following month's issue. For example, letters for the November issue must reach NIRA Headquarters by October 5.

Letters for publication in "Open Forum" should be addressed to:

"Open Forum"
Recreation Management Magazine
20 North Wacker Drive, Suite 2020
Chicago, Illinois 60606

To "Open Forum:"

As a long-time member of NIRA and a former President of this organization, I was quite disappointed at the conduct of the Annual Meeting in May of 1979, particularly on the topic of a name change. Why do some who have chosen this profession of service to others fail at the national level to give our members a chance for an open forum on an important topic?

Those of us who are faithful in attending the NIRA Conference and Exhibit look forward to the Annual Meeting as the forum for understanding the business and progress of our association. It is the opportunity to express our views and to ask questions. When a report was given on the suggested name change, little time was given to address this most important topic.

I recognized that NIRA—National Industrial Recreation Association—does not properly describe our organization as it now exists; however, the term "Recreation" is still a viable and dynamic term and should be retained in any new name of our organization. In making

a name change, let us select a name that is descriptive of our function and not one for which just the acronym sounds nice.

Two names that I would like to suggest are the following:

RESA—Recreation and Employee Services Association

RESPA—Recreation and Employee Services Personnel Association

The first of the two names is significant in that it provides the broad coverage of functions regardless of whether they are performed by volunteers or paid personnel. My interpretation of the second name is that it pertains particularly to the functions and staff employed to perform the functions and would not significantly apply to volunteers who may have other career or professional affiliations.

I earnestly hope that other NIRA members will avail themselves of the opportunity to express their wishes on a name change through the space provided in Recreation Management's *"Open Forum."*

Sincerely,
John H. Leslie, CIRA
Manager, Employee Recreation
3M Company

To "Open Forum:"

There is no question that a name change for NIRA is not only appropriate, but timely! I feel this way because most of the industrial organizations making up the NIRA membership are broader in scope than recreation services alone. It is important to all our members that we establish a name which is conceptually broader. Such a name must communicate to the people we serve what our basic functions are.

Additionally, there are many personnel or industrial relations organizations that do not join NIRA simply because the NIRA name connotation doesn't appropriately represent their many-faceted functions.

What the new name should be is another matter entirely! The current proposal name is certainly broad enough; however, utilization of the word "Management" in the title connotes an organization that is directed, administered and supported solely by our management. While this was not the intent of the committee recommending the new name, I believe that's the way it comes across. Placing "Management" in the title of the organization clearly is limiting in nature and accomplishes precisely what we do not want to do.

May I respectfully suggest that more support for a name change could be engendered by simply removing the word "Management?" The new name would then be "Employee Services Organization." What might be even more appropriate is "National Employee Services Association, a non-profit association specializing in the Health, Recreation, Fitness, Personnel and Welfare needs."

Cordially,
William B. DeCarlo, CIRA
Manager, Recreation Services
Xerox Recreation Association, Inc.

* * *

EDITOR'S NOTE: The postal referendum scheduled for next year will not offer the opportunity to suggest new name alternatives. It will ask members to vote "Yes" or "No" to the proposed new name, ESMA. If the total number of "Yes" votes falls short of two-thirds of those voting, NIRA's present name will stand. If members then wish to propose new names other than ESMA, they will be free to re-open the question for further discussion and another possible referendum at a later date.

To "Open Forum:"

Our national organization (NIRA), which deals with one of the oldest specialized areas of recreation—industrial recreation—should not undergo a name change on the basis of a voting referendum in May 1980.

I am not opposed to change in the formal name of our organization. The National Industrial Recreation Association (NIRA) has been the formal name since 1948. Just as our Johnson Wax recreation programs are changing from time to time to meet the needs of our employees, our objectives in our national organization undergo changes. But does that mean a change in title will automatically mean better services to its members?

I believe our member delegates should be given as much information as possible on the present make up of our member companies. Then at our annual Conference in May in California, a series of sessions should be held to discuss the matter of a possible name change.

Other questions to consider . . . Should we develop sections within our organization without a name change? Should we join another national organization to have more numbers or power on national recreation issues? These are just two additional questions that could be discussed at our annual Conference.

I, for one, think we should not vote for a name change in May.

Dick Wilsman, CIRA
Director of Recreation
Johnson Wax

NEWS IN BRIEF

NBC offers new bowling teaching film

The National Bowling Council (NBC) has added a new instructional film to its current library dealing with basic bowling technique. The film is called "Bowling: The Right Approach," and stars professional bowlers Dick Weber and Virginia Norton as well as a talented junior bowler, left-hander Allen Ehlers of Chicago. The film is narrated by ABC-TV sports commentator Chris Schenkel.

Produced for the Council by Gilbert Altschul Productions, the 18-minute full color sound film details basic bowling instruction including starting positions, the four-step approach, the strike ball, spot bowling, spare shooting, and converting some of the easier splits. The film employs the latest film technique, utilizing stop action and ultra slow motion to capture the fine points of the game.

"Bowling: The Right Approach" is being made available this fall for loan to local associations, bowling centers, high schools and colleges through the American Bowling Council (ABC) and Women's International Bowling Council (WIBC) film libraries. For more information, write to the ABC and WIBC film libraries, 5301 South 76th Street, Greendale, Wisconsin 53129.

Groups wishing to purchase copies may do so through the National Bowling Council. The cost per print is $125.00. To purchase a copy, write the National Bowling Council, Suite 504, 1919 Pennsylvania Avenue, NW, Washington, D.C. 20006.

The National Bowling Council is a non-profit education and service organization with offices in Washington, D.C.

Nielsen sports ranking: racquetball is hottest

Racquetball is the fastest growing participant sport in the country according to a survey of U.S. households conducted by A. C. Nielsen Company. Participation in racquetball is up 283% over the three year period from 1976 to 1979 and currently boasts an estimated 10,654,000 individual participants. Other sports which showed significant growth over the last three years include platform tennis (although its devotees are few in number), snow skiing, sailing, water skiing and tennis.

Swimming, with 105,441,000 par-



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ticipants (nearly one out of every two Americans), continues to be the nation's favorite sporting activity. Rounding out the list of the country's ten favorite participant sports are bicycling, camping, fishing, bowling, boating, jogging/running, tennis, pool/billiards and softball.

The survey, the third in a series of studies on sports participation conducted by the worldwide market research firm, provides extensive information on the thirty sports surveyed including demographic profiles of the participants ("light," "medium," and "heavy" participation), trends, selected equipment purchases and a variety of special tabulations for specific sports. The original bench-mark study was conducted in 1973 and consisted of 23 sports. Four additional sports were included in the 1976 study and three new ones (jogging/running, roller skating and soccer) were added this year. The data was gathered through telephone interviews with a randomly selected sample of approximately 3,000 households within the continental United States reflecting the sporting activities of some 9,000 individuals.

continued

RANKING OF POPULARITY OF PARTICIPATION IN SPORTS MEASURED (1979 vs 1976 vs 1973 Sports Participation Surveys)

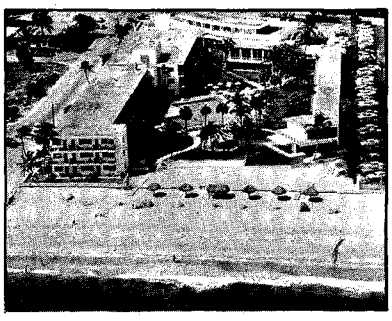
Rank	Sport	Projected Individual Participants (000)	% Change In Projected Participants 1979 vs 1976	Projected Individual Participants (000)	% Change In Projected Participants 1976 vs 1973	Projected Individual Participants (000)
		1979		1976		1973
1	Swimming	105,441	+2%	103,503	−3%	107,191
2	Bicycling	69,810	−7%	75,015	+14%	65,613
3	Camping	60,300	+4%	58,102	+7%	54,435
4	Fishing	59,275	−7%	63,901	+4%	61,263
5	Bowling	43,330	−2%	44,434	+16%	38,218
6	Boating	37,920	+8%	35,230	+8%	32,629
7	Jogging/Running	35,727	*	*	*	*
8	Tennis	32,271	+10%	29,201	+45%	20,158
9	Pool/Billiards	31,937	−11%	35,805	+9%	32,920
10	Softball	28,458	+4%	27,268	+3%	26,362
11	Table Tennis	26,908	−16%	32,215	−4%	33,501
12	Roller Skating	25,359	*	*	*	*
13	Basketball	24,048	−7%	25,818	+17%	22,129
14	Hunting	19,711	−4%	20,480	+2%	19,997
15	Ice Skating	18,924	−26%	25,772	+4%	24,875
16	Water Skiing	16,922	+15%	14,681	+5%	14,021
17	Golf	15,897	−4%	16,568	−3%	17,025
18	Snow Skiing	15,397†	+40%	10,999	+42%	7,721
19	Baseball	15,039	−4%	15,670	+3%	15,216
20	Football	14,300	−4%	14,911	+5%	14,247
21	Racquetball	10,654	+283%	2,784	*	*
22	Motorbiking	10,511	+8%	9,734	−14%	11,339
23	Sailing	8,652	+19%	7,271	+4%	6,978
24	Snowmobiling	8,628	−6%	9,204	+19%	7,753
25	Soccer	6,530	*	*	*	*
26	Handball	5,578	+1%	5,546	*	*
27	Archery	5,529	+1%	5,477	−6%	5,847
28	Paddle Tennis	2,431	−6%	2,577	*	*
29	Ice Hockey	1,668	−38%	2,669	−18%	3,263
30	Platform Tennis	405	+120%	184	*	*
Total U.S. Population		214,958	+2%	210,019	+2%	205,950

*Not measured in 1973/1976.
†Includes downhill and cross-country skiers.

Source: A. C. Nielsen Company

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News in Brief
continued

Cost of travel makes vacationers wary

The rising cost of travel has caused many U.S. families to cut back on their vacation travel plans, according to the U.S. Travel Data Center. Figures released in July indicate that the Travel Price Index (TPI) rose 13.3 percent from May 1978 to May 1979. The seasonably unadjusted Consumer Price Index (CPI) rose only 10.8 percent during the same period. The TPI measures the seasonally unadjusted cost of lodging, food, transportation and other goods and services purchased by Americans while away from home in the U.S. The May figure is up 227½ percent over the base year of 1967.

During the year ending in May, gasoline led the list of price increases, with 29.1 percent. Out-of-town lodging and food followed, with increases of 15.9 and 11.7 percent, respectively. Several transportation services showed increases significantly below the overall increase in consumer prices, however. Railroad fares rose 6.0 percent. Intercity bus fares and airplane fares showed increases of only 4.5 and 1.0 percent, respectively. Taxicab fares fell an average of 7.0 percent in the past year.

Travel costs that are rising even higher than the overall cost of living have prompted many U.S. families to rethink their vacation travel plans. According to the U.S. Travel Data Center, only 39.2 percent of 5,000 families recently surveyed plan to take vacation trips in the second half of 1979. The comparable figure stood at 47.3 percent a year ago.

Americans who do travel plan to take shorter trips this year and fewer of them will involve automobile travel. Last year, of those who planned to travel, 33.8 percent intended to go out of state. This year, the proportion has dropped to 26.3 percent. In 1978, 35.1 percent planned to travel by auto, while this year only 26.8 percent plan to drive.

As the price of gas rises and consumers become increasingly reluctant to travel long distances by car, a number of creative travel suppliers have attempted to lure vacationers.

The Oklahoma Tourism and Recreation Department promotes "Trips on a Tank Full," a list of sightseeing tours of 200–300 miles, round trip—within Oklahoma, of course. In Florida, that state's Division of Tourism announced that a network of high-priority gas stations will receive extra allotments of Florida's set-aside fuel, to ensure availability. The stations, according to Gov. Bob Graham, are at 60-mile intervals along major traffic arteries in the tourist-dependent state. Television ads touting Florida's plentiful gas drew angry reactions from some viewers when they appeared after a recently televised speech on energy conservation by President Carter. Michigan, too, is encouraging its residents to "Save gas . . . vacation close to home!" The West Michigan Tourist Association recently mailed 50,000 envelopes carrying that message.

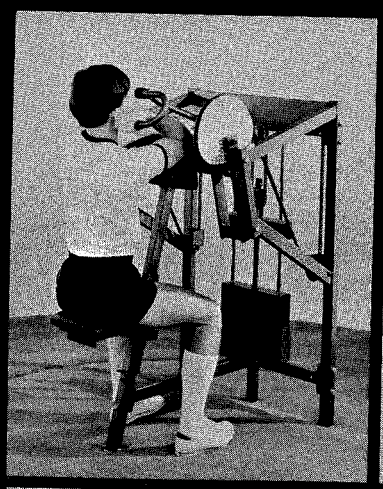
The gasoline shortage has sparked increased business for fly-drive plans and for regional airlines, according to a recent *Wall Street Journal* report. In recent months, apparently, more of those who do choose to travel considerable distances are opting to fly to their destinations, then rent cars. Rent-a-car agencies report brisk business, especially in areas where gas shortage fears are greatest, and regional airlines report heavier traffic.

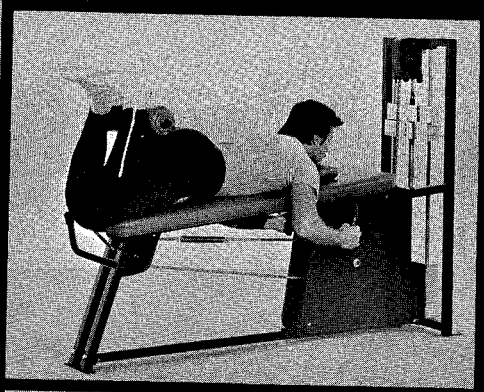
For those who prefer to stay on the ground, the old fashioned bicycle may regain some of its appeal. Another report in the *Wall Street Journal* indicated that bicycle sales are way up where gas availability is a continuing worry. Schwinn Bicycle Company told dealers in May that it had already sold out its entire 1979 supply of bicycles. The manufacturer turns out 6,700 bikes a day.

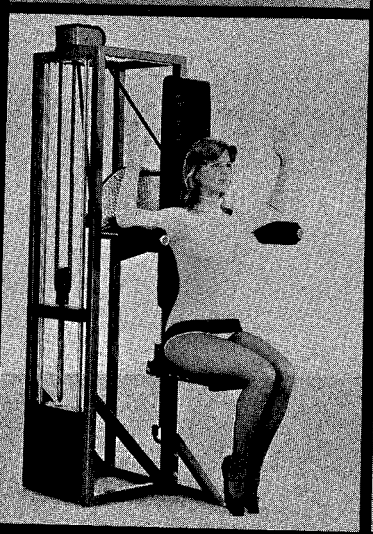
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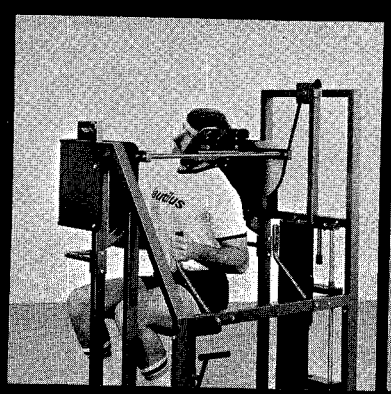
NEWSBRIEFS . . . NIRA members who are interested in employee fitness programs will want to attend the **Annual Meeting/Conference and Exhibit of the American Association of Fitness Directors in Business and Industry,** October 23–26, 1979 at the Four Seasons Motor Inn in Colorado Springs, Colorado. For complete information, contact Jim Post, Xerox Corp., Xerox Square—Third Floor, Rochester, NY 14644. . . . Members in the industrial Midwest will want to note the upcoming **"Two-day Briefing on Industrial Fitness,"** October 4–5, 1979 in Columbus, Ohio. The seminar is cosponsored by the Division of Continuing Education of Ohio State University and Battelle Memorial Institute. Fitness-oriented educational sessions will cover legal and medical considerations, model programs, insurance coverage, motivation and retention of participants, and more. For complete information, contact NIRA Vice President of Research and Education **Ed Hilbert, CIRA** at Battelle—Phone (614) 424-5190 or 424-4330. **rm**

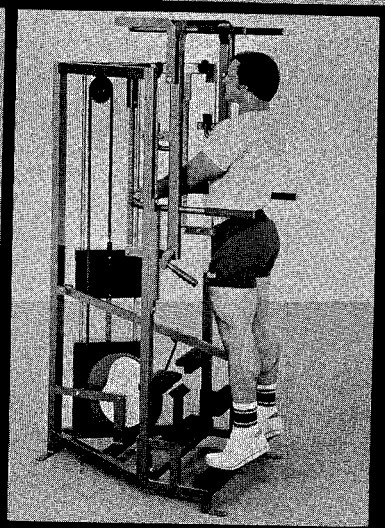
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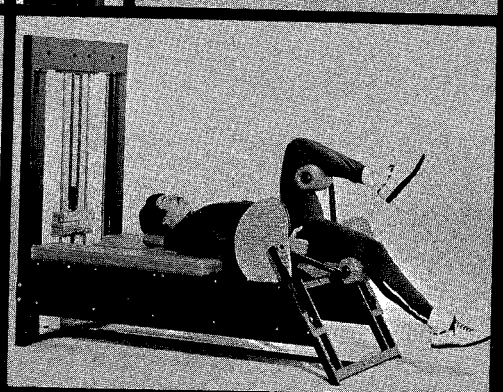










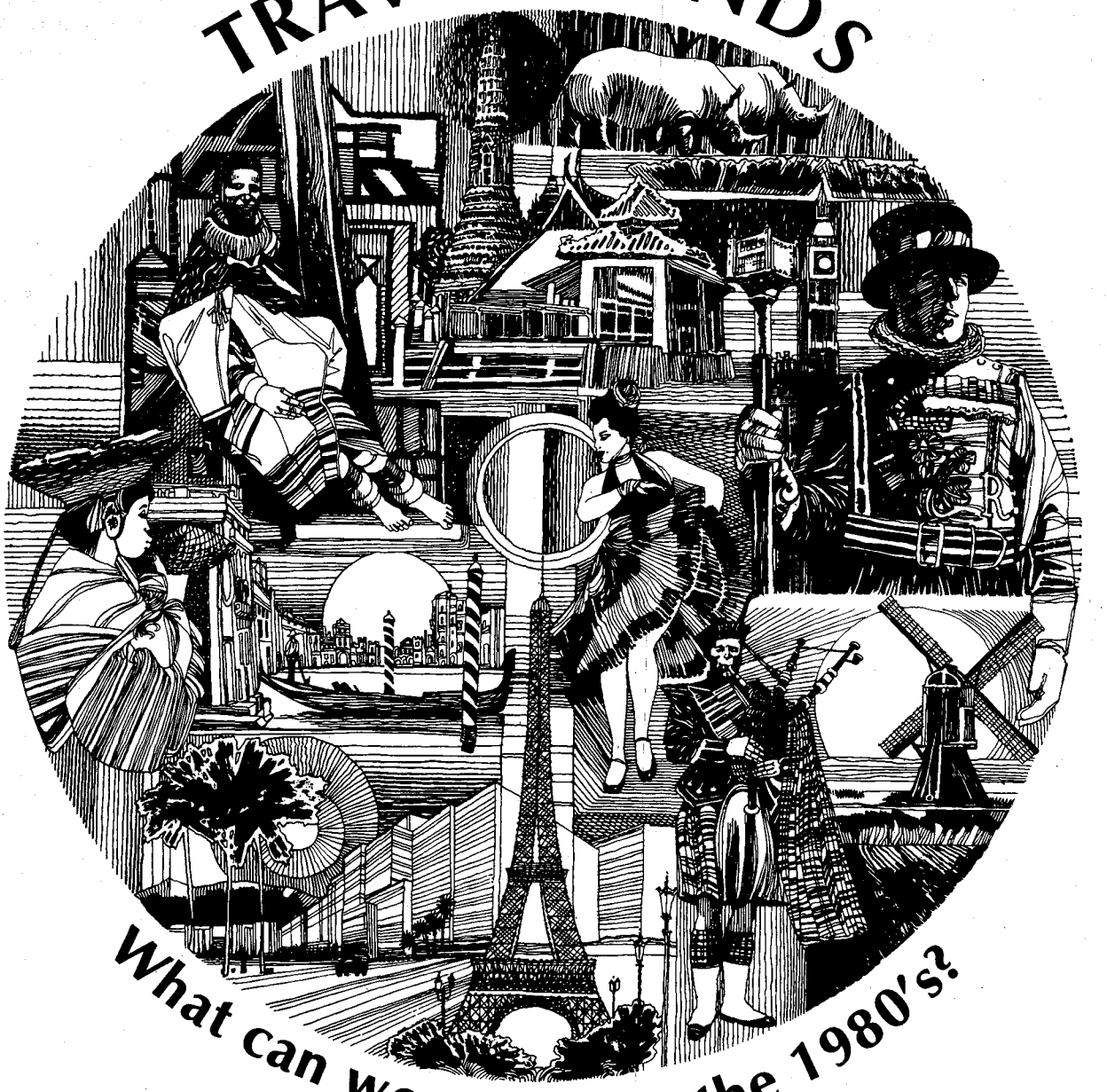


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TRAVEL TRENDS



What can we expect in the 1980's?

The oil crisis is turning increasing numbers of vacations into stay-at-home affairs. At a time when workers in some states wonder whether they will find enough gas for the daily commute, the day of the long trip in the family station wagon or camper is fading fast. For many employees, group travel programs may be the only way to see the U.S.A. . . . or anywhere else, in the coming years. Or, will the changing economy make even these programs impractical?

with Francis H. Goranin

American Society of Travel Agents

There is more need than ever for group travel, according to Francis H. Goranin, Vice President and Treasurer of the American Society of Travel Agents. *RM* talked with Goranin recently about the future of group travel.

RM: **What changes do you expect to see in employee travel programs in the next few years?**

Goranin: There will be a greater need than ever before for group travel, especially to foreign destinations. Even domestically, it will be more economical to travel in groups. This could make your programs more valuable to people.

***RM:* Is this the result of the oil crisis?**

Goranin: Yes, of course. We really don't know what the Arabs will do next. You have to realize that an airplane, even a small one, burns a tremendous amount of fuel . . .

***RM:* But can't anyone buy a low-cost seat on a public charter? Why would organized groups be any more economical?**

Goranin: Well, most public charters are for air transportation only. The cost of fuel is also reflected in higher costs for airport transfers, bus fares, taxis, and everything else. Groups can take advantage of lower rates for these things. If you travel on your own, you have to cover everything yourself, so naturally your trip will cost more.

Inflation makes hotels more expensive, too, along with food, gratuities and everything else. With a group package, you can save as much as 30 percent.

There is another advantage to group travel: no matter where you go, you know that everything is taken care of, if it is part of a tour package. Also, of course, people enjoy traveling with others they know.

***RM:* Which destinations offer the greatest savings for groups, as compared with individuals?**

Goranin: For Europe and Africa, it will make a big difference. Foreign destinations in the Pacific are really out of reach now, for almost everyone. Japan, of course, is terribly expensive. China, which is a huge untapped travel destination, is open only to groups.

Domestically, group arrangements are not essential, although you can still save on group trips to popular destinations inside the country.

***RM:* How has the oil crisis affected travel? Will it be harder for recreation directors to "sell" travel programs to employees?**

Goranin: It is true that fewer people are traveling on the highways because they don't know if they can get gas everywhere they go. But there are more people than ever traveling by air.

***RM:* Who is traveling for recreation these days?**

Goranin: There are people traveling today who you never used to see in an airport. Now you see more "barefoot kids," more senior citizens and whole families traveling together. In fact, you see just about anybody flying, which is a big change from a few years ago.

***RM:* Why are more people—and more kinds of people—traveling today?**

Goranin: They don't consider travel a luxury anymore. It's nothing today to go to Hawaii or Europe or South America. It is something people think realistically about doing. The one exception is blue collar workers. They haven't taken up travel the way we thought they might.

***RM:* Many of our readers administer programs for blue collar workers. Why do you say that this group has lagged behind others in travel?**

Goranin: Oh, they travel; but they haven't taken to it the way other groups have. Your average blue collar worker still wants to take a vacation trip in his own car. If he can't do that, he'll leave the car in his garage and stay home. With more publicity, blue collar workers will accept travel, too. It's becoming more widely accepted all the time.

***RM:* You have indicated some changes we can expect in the nature of the average traveler. What will determine the kinds of vacation travel that will be popular with employee groups?**

Goranin: Well, for one thing, you will probably see more train travel. In the past (in the U.S.), the railroads have had a bad reputation—and they deserved it. Trains were late, the trackbeds were in bad shape, the service was poor. Lately, service has improved, the tracks are better and the lines are putting on more new cars. If that trend continues, you will be able to sell more train travel.

I think we may also see a new kind of cruise.

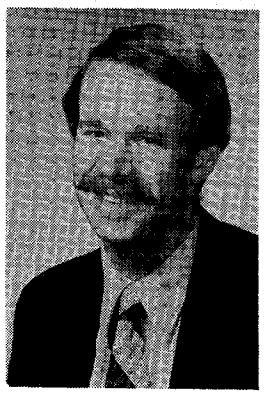
***RM:* How will cruises differ from those available now?**

Goranin: There will still be luxury cruises, but they will get more expensive. Remember, cruise ships need fuel—lots of it. The cost of food is going up, labor is getting more expensive, and so on. I think, for these reasons, we may see a new "economy class" cruise. Your ticket will cover transportation and accommodations. Your food and entertainment will be extra. I can't say if anyone is planning that kind of package, but I do think it is something we may see in the future.

***RM:* . . . More people traveling more economically: is that how you see the future of travel?**

Goranin: Yes—at least I hope so. More people will *want* to travel. But we will have to make it as economical as possible for them. And that, obviously, means group travel. RM

TOURNAMENT NEWS



by Stephen W. Edgerton, CIRA
Xerox Corporation
NIRA Vice President,
Tournaments and Services

Results have been tabulated and verified for the 1979 NIRA-Winchester Trapshooting Tournament. The second annual event was co-sponsored by Winchester Franchise Operations. Regional competition was held June 9 and the overall finals followed on June 10.

Eligible regional winners received Winchester ammunition as prizes. The individual high scorer (Region I) took home a Winchester 1300 trap shotgun. National team winners received five Winchester M12 trap shotguns and five Winchester silver belt buckles. National team runners-up won five Winchester Super X Model 1 trap shotguns. The Individual High Overall Award was a Winchester pigeon grade trap shotgun.

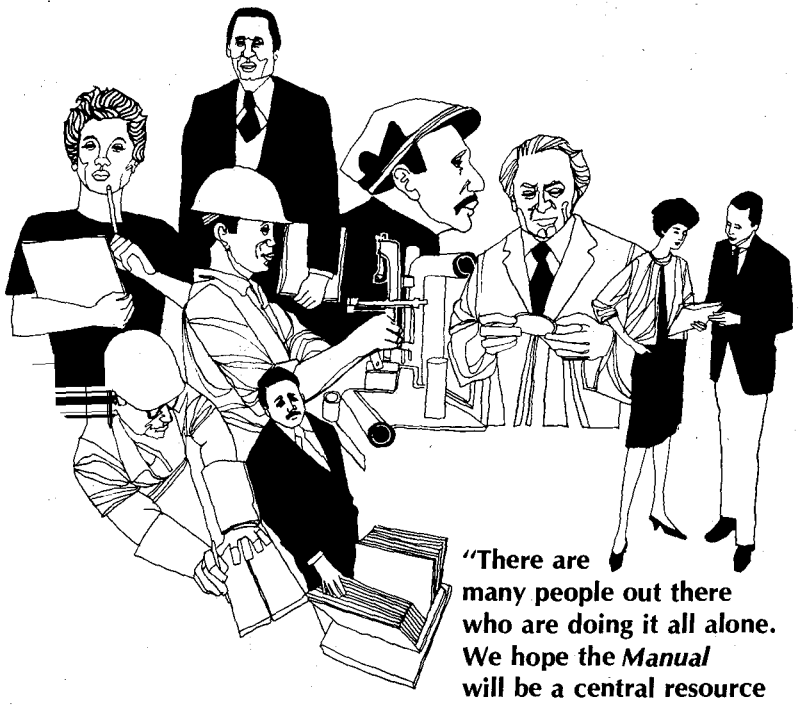
1979 Trapshooting Results

Regional Team Winners		**Results/Score**
Region I	Olin Corporation New Haven, Connecticut	423
Region II	Goodyear Tire & Rubber Company Akron, Ohio	426
Region III	Olin Corporation East Alton, Illinois	476
Region IV	Olin Corporation Pisgah Forest, North Carolina	443
Region V	3M Company St. Paul, Minnesota	464
Region VI	Goodyear Tire & Rubber Company Topeka, Kansas	462
Region VII	Kaynar Fullerton, California	379
Individual High Score in Region		
Region V	R. Snow, Modern Drop Forge Blue Island, Illinois	99
Region III	F. Shair, Sullair Corporation Michigan City, Indiana	98
National Team Winner & Runner Up		
1st Place	Olin Corporation East Alton, Illinois	460 × 500
Runner-Up	3M Company St. Paul, Minnesota	458 × 500
Individual High Over-All Award		
Dennis Taylor, Olin Corporation, Pisgah Forest, North Carolina		196 × 200

Program assistance for branch plants

Motorola's recreation manual is a primer for the non-professional

with Frank Havlicek, CIRA



"There are many people out there who are doing it all alone. We hope the *Manual* will be a central resource they can consult."

Suppose your company had branch plants and offices in fifty states and sixteen foreign countries. Suppose, further, that you were one of only three recreation professionals available to help direct employee programs at all those sites. Of course, most branch plant employee programs would be handled by busy personnel staffers and volunteer leaders. Imagine the possible frustration and confusion of the volunteers on the one hand and the distant professionals on the other. You could write a book about it. And that, for all intents and purposes, is what Motorola's **Frank Havlicek, CIRA** and his professional assistants at two branch plants have done.

Havlicek, with the able assistance of **Bill Bruce, CIRA** in Phoenix and former Motorolan **Barry Tripp** in Ft. Lauderdale, has complied a *Recreational Manual* that provides more than 240 pages of detailed, practical information on every phase of employee activities and services. The loose-leaf volume, whose first edition won the 1979 NIRA Certificate of Excellence, is a lifesaver for harried recreation administrators in the field.

How do you determine fees for employee activities? How do you design an accounting system? How do you publicize events and services on a shoestring budget? How do you organize sports tournaments? What are the official dimensions for playing fields and courts? How do you cater a picnic for a thousand people? How do you organize a service awards banquet?

All these general questions and myriad related details are covered in the new manual. Each section is supplemented with company policy notations, planning checklists, sample forms and referrals to information sources outside the company.

"There are many people out there who are doing it all alone," said Havlicek recently. "We hope the *Manual* will be a central resource

continued on following page

Recreational Managers!

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they can consult for the answers to their questions—and for those points they might never have considered."

The Manual project took eighteen months from concept to completion, according to Havlicek. Work began with Havlicek's topical outline covering (A) Management concerns—administration, organization, budgeting, policy, safety and insurance—and (B) Activities areas—clubs, physical fitness, sports, picnics, special events, social activities, and service clubs.

As editor, Havlicek divided research and writing responsibilities between Bruce, Tripp and himself. Havlicek assembled the manual, editing and rewriting contributed material as necessary. He then submitted the completed draft to a service management consulting firm for indexing and finished page layout. Havlicek also asked several experienced NIRA members to review the manuscript and offer their comments. The loose-leaf design of the book will allow continuous updating as Motorola policies change and new contributions come from those who use the material in various employee programs.

The Motorola *Recreation Manual* has been distributed free to more than 200 personnel managers at Motorola sites throughout the United States. Branches in foreign countries will receive the four-pound book for the cost of shipping alone. Havlicek's introduction encourages personnel managers to supply duplicate copies of appropriate sections to employee activity committees, along with portions covering safety, insurance and other special considerations. The *Manual*, thereby, will become a recreation training resource not only for personnel professionals but also for volunteer leaders at each Motorola branch.

The areas covered in the Motorola *Recreation Manual* read like "Everything you always wanted to know . . ." about the planning and administration of an employee activities and services program:

I Organization of recreation events
- Recreation and physical fitness
- Leadership of recreation events
- Essential elements of successful recreation events
- Recommendations for recreation administrators
- Organizational assistance available from the corporate recreation office

II Budgeting for recreation events
- Funding
- Budget planning
- Fee determination
- Accounting

III General administrative policies
- Special event agreement
- Entertainers agreement
- Permits, licenses needed for recreation events
- Publicity and promotion of recreation events
- Recreation purchasing
- Planning for emergencies
- Serving alcoholic beverages at recreation events
- Recreation event committees
- Retention of records

IV Safety, accidents and insurance
- Life, fire, personal, facility, exterior and outdoor safety Insurance coverage

V Clubs
- Eligibility requirements for clubs
- Guidelines for forming a new club
- Sample recreation club constitution and by-laws
- Club/sport officers list
- Club responsibilities
- Meeting procedure guide
- Monthly activity report
- Monthly activities summary

VI Physical activity groups
- Developing a sports activity
- Team entry blank
- Team roster list/amendments

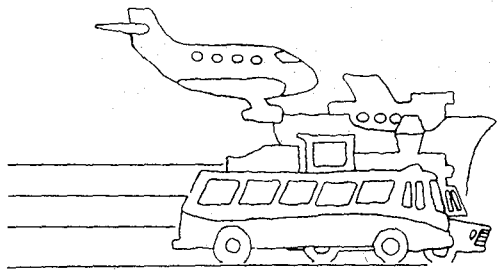
Types of tournaments and schedules
Diagrams of common field and court dimensions
Sources of official rules for sports activities
Averages and percentages
Team standings
Recognition, awards and trophies
Physical fitness
Off-site activities
Equipment loan record

VII Picnics

Picnic types and themes
Picnic ground site selection
Financing picnics
Sample planning and programming guide
Organizing picnic committees
Picnic committee chart
Recognition of picnic committee members
General picnic invitation and eligibility data
Picnic invitation letter to retired employees
General hints and comments on picnics
Transportation and parking at picnics
Picnic food service
Letter to caterer providing picnic food service
Picnic entertainment
Picnic games
Picnic prizes
Thank you letter to picnic participants

VIII Special/Social activities

Survey list for special/social activities
Financing special/social activities
Sample contest planning guide for honorary social activities
Sample contest planning guide for honorary special activities
Plant site activities
Off-site activities
On/off site family activities
Special ticket sales
Final special/social activities report



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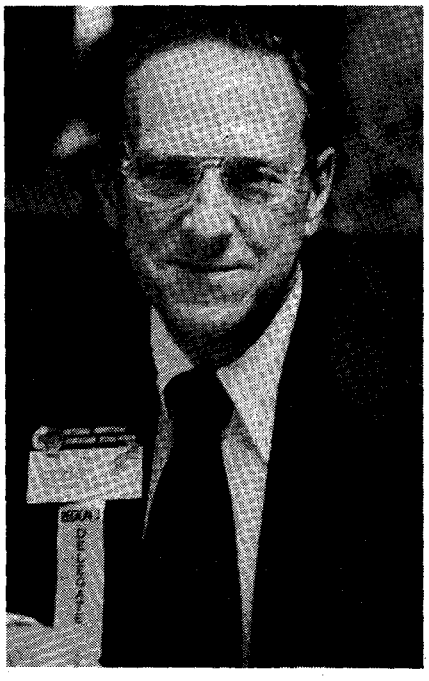
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Frank Havlicek, CIRA has been corporate Manager of Recreation at Motorola, Inc. headquarters outside Chicago since 1976. Previously, he was the corporation's Manager of Employee Information and, earlier, Manager of Program Development for Education and Training Products. His professional background also includes industrial film production and a stint as Business Manager of Athletics for the University of Iowa. Havlicek holds a B.S. in Physical Education. He was a 1975 winner of the Gold Quill Award of the International Association of Business Communicators and was a member of the 1978 Masters Swimming World Team. He is a Junior Director on the NIRA Board, representing Region III.

IX Service clubs

Introduction to service club events
Financing service club events
Programming and planning guide
Organizing the service club recognition banquet
Banquet site selection
Banquet cocktail parties
Banquet menu planning and selection
Banquet table arrangements
Banquet entertainment
Service club awards
General hints and comments on service club events

Frank Havlicek invites questions about the development, content and use of the Motorola *Recreation Manual*. He can be reached at Motorola, Inc., 1303 East Algonquin Road, Schaumburg, IL 60196—Phone (312) 576-5269. rm

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Combatting the winter blues

An industrial psychologist explains why winter may give you a competitive edge



with Jules Frank, Ph.D.

"It's cold and dark when you leave for work and it's cold and dark when you get off at the end of the day," complained a Chicagoan about his city's winters. "It feels like you've spent all day underground."

Last year's winter was the worst in memory for much of North America. Flooding plagued warmer regions while the colder areas were buried under record snowfalls. Employee attendance deteriorated, aggrevated by paralyzed transportation systems and the sheer effort of getting to and from work. Cabin fever claimed victims in urban centers and in rural communities alike. With the *Farmer's Almanac* predicting an even tougher season for 1979–80, industry is bracing for another severe case of the winter blues.

There is little you can do about the weather itself, but there are ways in which industry can minimize the damage that winter's cold and dark wreak on attendence and morale, according to industrial psychologist Jules Frank, Ph.D. Frank attends to the human element at Flick-Reedy Corp. in the Chicago suburb of Bensenville, Illinois.

"People feel differently in the winter and it affects how they handle their jobs," said Frank recently. "You have to look at the problem from two perspectives. Management

is concerned with how workers perform. But you have to work with employees as they are. That means seeing them as people, not just as workers."

People are insatiably hungry for the rewards of stimulation and social contact, said Frank. Winter tends to isolate us from one another, leaving us with a vague but real sense of deprivation. We may not know exactly what we need, but we are "hungry" in several inter-related ways.

The first of these is *stroke hunger*—a need for approval, a sense of belonging and a feeling of acceptance among one's family and peers. Symptoms of stroke hunger range from irritation to outright anger. The symptoms are common among adolescents who seem dissatisfied with things as they are, yet unsure of what they want. Stroke hunger can also lead to destructive behavior such as vandalism.

Management cannot be aware, ordinarily, of all possible sources of stroke hunger for any one employee. Nor is management responsible for providing all the attention and appreciation a worker needs in his life. But management that hopes to obtain maximum consistent production from its human resources, said Frank, must be sensitive to employees' emotional needs. When social contacts outside the workplace diminish, as they are likely to do in winter, a recreation program that involves employees with one another can help combat the real effects of winter blues.

A second need that may go unfilled in winter, said Frank, is *stimulation hunger*. In experiments with extreme sensory deprevation, subjects quickly lose touch with reality. They may experience severe time distortion and halucination. Most of us never suffer cabin fever to that extreme, but the isolation of winter can deprive us of the variety and excitement we need.

Symptoms of stimulation hunger run the gamut from boredom and apathy to depression. These symptoms become more pronounced in winter, said Frank, because we miss the color, motion and activity of summer. In winter, people tend to go straight home after work and stay there. Those who do engage in winter sports and other seasonal recreation tend to enjoy their winter pursuits all the more because of the stimulating contrast they provide.

A third hunger—the *need for structure*—affects most workers to some extent, Frank said. Most of us need a routine, whether in work or play, to fill our time predictably. In winter, when there are fewer activities available to us, we are thrown back on our own resources. Few of us are so self-structured that we handle time on our hands well. This is a significant problem for retirees, said Frank, whose work routine has been removed suddenly. A similar unease can afflict active employees when easy recreational opportunities are restricted. A lack of structure, even in our leisure time, can leave us feeling confused and anxious. Anxiety may be manifest in aches, pains, insomnia and a long list of physical symptoms.

The "winter blues," then, are caused by the isolation that shorter days and colder temperatures bring. They are aggrevated by the resultant lack of attention, stimulation and accustomed structure in employees' lives. The dreary season can also offer management the opportunity to gain a competitive edge over other sources that satisfy these hungers during warmer days.

"Let's face it," said Frank. "Management is in competition with the rest of society to meet people's basic needs. People will get satisfaction where they can find it and sometimes the job loses out. This is where recreation can be a bridge, if management will wisely provide opportunities for people to meet their human needs in the workplace."

In summer, continued Frank, the environment outside work can be distracting for employees because of the variety of easily accessible social/recreational opportunities it offers. Winter, on the other hand, offers the employer an opportunity to meet more of employees' human needs through athletic, social and hobby programs.

"Look," concluded Frank, "self-interest makes the world go around. People will do what they have to do to get what they need. Management may have a better chance in winter to help answer those needs because competition is less pronounced and that can only help your program." rm

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A group planner's checklist for successful ski trips

Ski clubs, recreation organizations and other groups planning ski trips this season are advised to book transportation and lodging/meals as early in the fall as possible in order to get the best rates for their members. Groups who contact ski areas early will have first choice in lodging according to **John Clifford,** manager of Vacation Sales at **Killington Ski Resort,** a NIRA Associate member in central Vermont. Clifford also supervises group Sales for Mount Snow Ski Resort in southern Vermont and Sunday River Ski Area in Bethel, Maine, both of which are under Killington management. Clifford recently offered this list of tips for ski trip planners:

—The trip leader should compile a list of everyone on the trip, including home addresses and phone numbers. This list should be given to ski area management upon arrival.

—The same list of everyone on the trip should be given to someone back home who is designated as contact person so that if schedules change or problems arise one person can be in charge of contacting the families of those involved.

—Sometime close to the date of departure for the ski area, the trip leader should review a checklist with the membership. Reminders should include packing prescription medications, and necessary items of clothing, making sure everyone has luggage tags, room assignments and schedules. At this time, too, the trip leader should orient the group to the ski area.

—A member of the group should be designated as photographer, to preserve memories of the trip.



To assure your ski group of the best lodgings, book early.
–Photo courtesy of Killington Ski Resort.

—An hour or so before arrival at the ski lodge, the trip leader should call the lodge to let the management know when to expect the group.

—Any social activities which are above and beyond what the lodge or ski area normally plans for its guests should be scheduled well in advance.

—To help members of a group to identify one another on the ski slope or in and around base lodges, some kind of identification tag can be provided for all participants.

—If more than one bus is involved in the trip, the leader should assign members of the group to specific buses and maintain a checklist of those on each bus.

—Once at the ski area, each member of the group should be given a schedule that outlines specific transportation arrangements and special functions such as lessons or social activities.

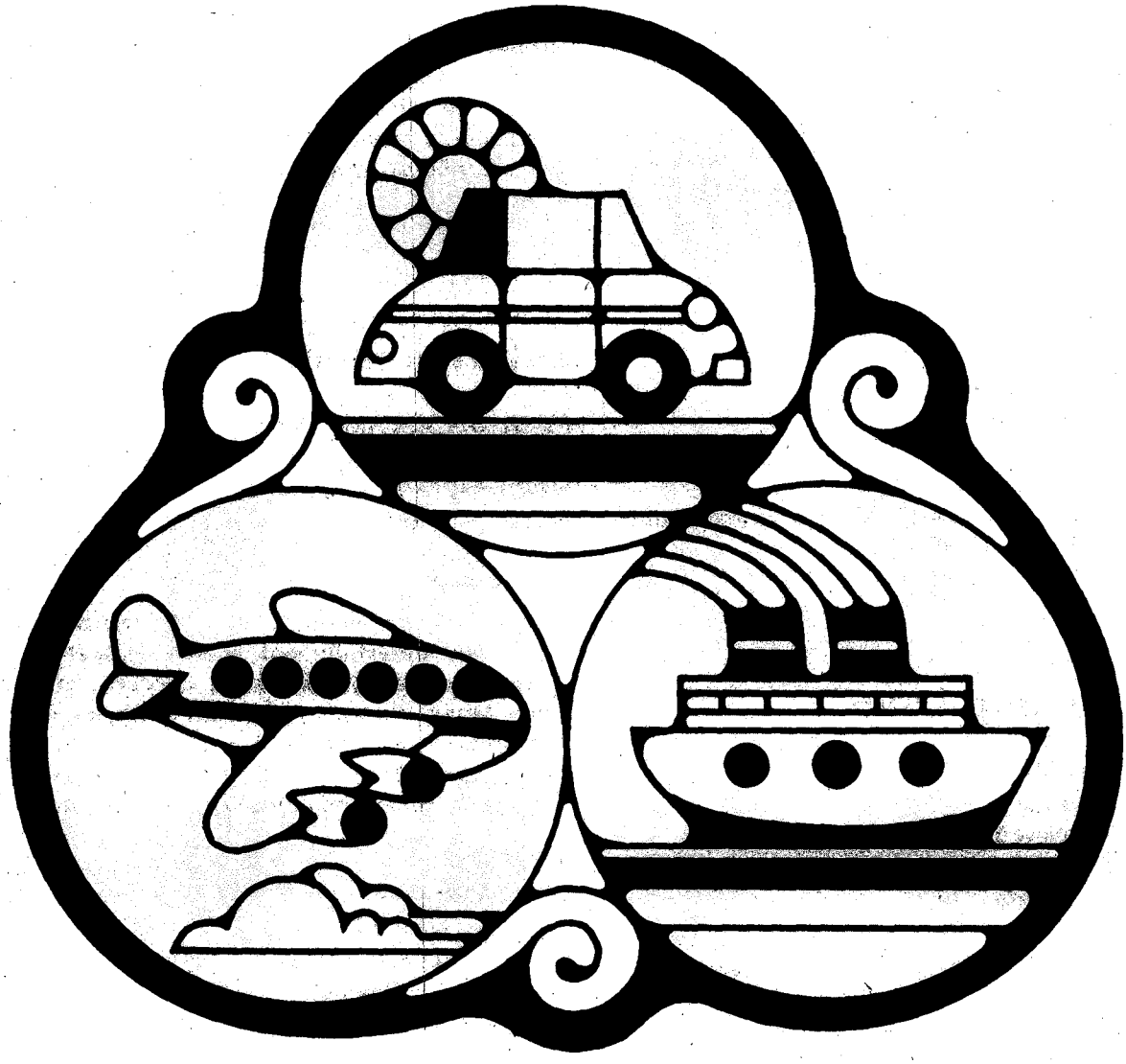
—Buses should have an adequate supply of trash bags en route.

—Appropriate refreshments for the trip to and from the ski area should be provided. Food and beverage quantities should be carefully planned to be generous, but not wasteful.

—To assure that the trip runs smoothly, enough people should be available to help the trip leader with promoting the event, maintaining lists and scheduling activities.

—Payment checks for the lodge or ski area should be written as close to the departure date as possible, to allow for changes in prices. rm

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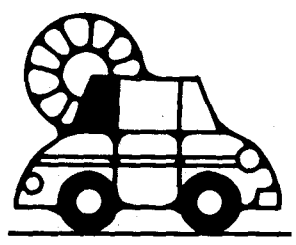
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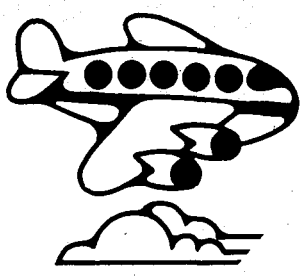
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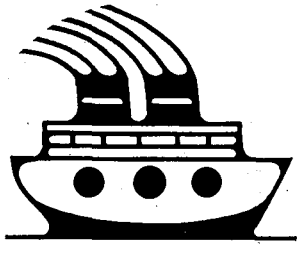
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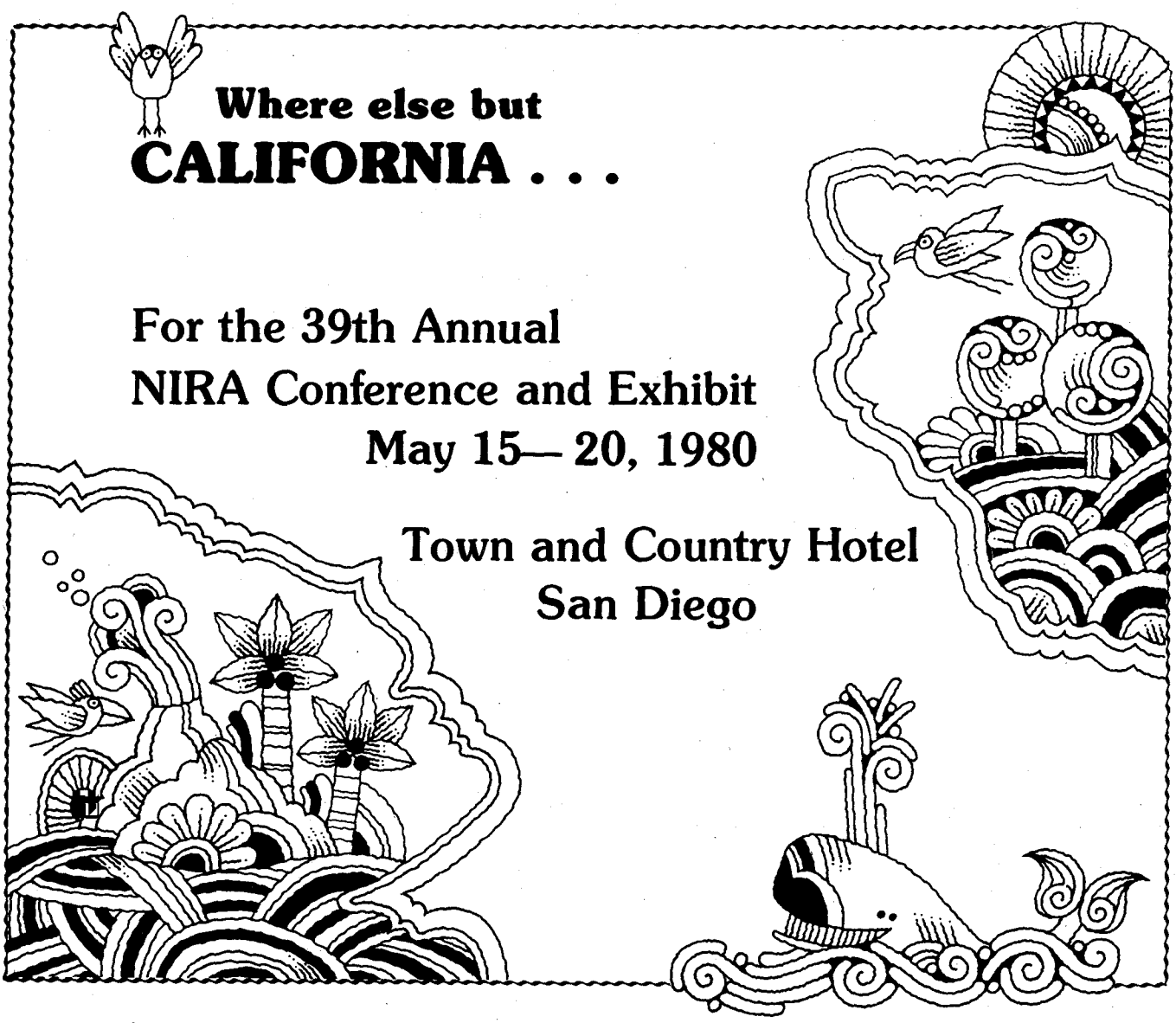


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First 1979–80 Board meeting dominated by finances

The place of finances in the immediate future of the Association dominated the discussion of the first meeting of the 1979–80 NIRA Board of Directors. President **Kirt T. Compton, CIRA** (Eastman Kodak Co.) presided over the meeting, held May 22, 1979 at the Americana Hotel-Downtown in Rochester, New York. Several of the Directors present had been elected a few days earlier by their regional constituents.

President Compton opened the meeting with his nomination, and the Board's immediate confirmation, of two appointments: Past President **Roy L. McClure, CIRA,** (Lockheed-Georgia) as Treasurer and **Stephen D. Waltz, CIRA** (Cummins Engine Co.) as Secretary. Waltz completed a two-year term as Vice President of Tournaments and Services in May. Both men will serve one-year terms as voting members of the Board. Compton also appointed Region VII Senior Director **Phyllis K. Smith, CIRA** (Hughes Aircraft) to a one-year term as Parliamentarian, a duty she will perform in addition to her responsibilities as a regional representative, with one vote.

Vice President of Finance, **Jerre Yoder, CIRA** (General Dynamics-Ft. Worth Division) led the vice presidential reports. Yoder told the Board that the Association's financial balance at present requires that additional attention be paid to the development not only of a larger membership but also of a broader revenue base. President Compton reenforced Yoder's report with emphasis on the pivotal position staff member **Michael Brown, CIRA** will play as Director of Marketing.

Compton continued with a call for personal involvement from each Board member. Describing his personal management style of consensus, Compton explained how he intends to marshall the forces of the Board for the benefit of the Association. First, he promised to call each Board member personally to discuss his/her thoughts about the organization's future. Secondly, he plans to work closely with the Finance Committee and the staff to monitor the Association's financial picture. Thirdly, he plans to establish a close working relationship now with President-Elect **A. C. "Al" Ward, CIRA** (Owens-Corning Fiberglas), so that the resources of both men can be applied to the needs of the Association with cooperation and continuity over the coming two years. Finally, he plans to work with the staff to review Board action and directives on a continuing basis between meetings so that a team effort brings the full progress intended after each Board meeting.



Directors Bill Bruce, CIRA and Phyllis Smith, CIRA.

Compton continued with pointed remarks on several areas of Association services. He said that he expects to see membership retention and growth campaigns keyed to the legitimate question of "What can NIRA membership do for my company?" Further, he expects the staff to maintain close contact with exhibitors throughout the year, with careful follow-up after each Conference. He expects NIRA publications and other services to be prompt and timely. He expects Board and staff members to be continually sensitive of members' needs, as expressed at Conferences and in the 1978 *RM* survey of information needs.

The Board meeting concluded with a review of current Association status for the benefit of newly-elected Board members. The group will meet again October 18–19, 1979 at the Holiday Inn-Mart in Chicago, site of the 1981 NIRA Conference and Exhibit. The Board's winter meeting will be held January 17–18, 1980 in Ft. Lauderdale, Florida. rm

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NAMES IN THE NEWS

NIRA Vice President of Membership **Elizabeth Burchard, CIRA** (Northwestern Bell Telephone Co.) has been honored with a special recognition award by Toastmasters International. The award, presented at the organization's August convention, cited her pioneering efforts in establishing Toastmasters Clubs in the business sector.

* * *

NIRA President **Kirt T. Compton, CIRA** accepted the first official Alumnus Award of Monroe Community College (MCC) of Monroe County, New York in June. The Award, newly sanctioned by the college, honored Compton's distinguished service to the school and the community. It cited his special efforts to help recreation students and his contributions as a member of the advisory board for MCC's recreation curriculum.

Compton is Executive Secretary of the Kodak Park Activities Association at Eastman Kodak Company. He earned an A.A. degree in recreation supervision from MCC in 1965. He has since supplemented it with an A.A. in business and a B.A. in personnel management, both from the Rochester Institute of Technology.

"There are over fifty career and certificate programs at MCC," said Compton. "I think it is important that someone in the recreation field received this award. It shows that the field is recognized in the school and in the community."

* * *

Robert Pindroh, CIRA has joined the staff of the Lockheed Employees' Recreation Club in Burbank, California. He reports to NIRA Vice President of Regional Management **Ken Wattenberger, CIRA.** As Athletic Director, Pindroh is responsible for directing the Club's sports program, managing its novelty store, supervising the maintenance of the employee park and establishing an employee fitness program. Pindroh was formerly Executive Manager of the Parsons Employee Recreation Club at Ralph M. Parsons Company in Pasadena. He is 1979–80 President of the Pasadena Parks and Recreation Commission.

* * *

Elliott Sortillo has been named Recreation Director of the Burns Harbor Activities Association of Bethlehem Steel Company in Chesterton, Indiana. His appointment became official on May 1, 1979. Sortillo succeeds **Carol Gott** in the post.

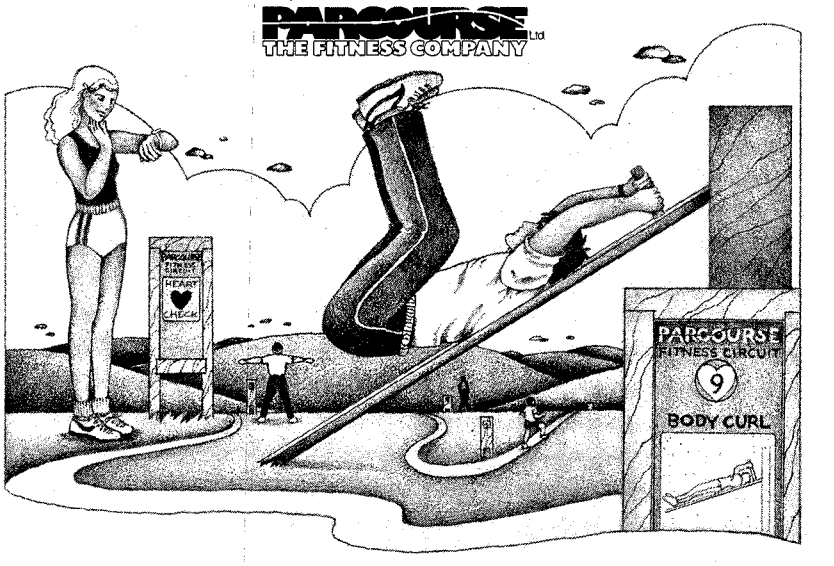
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IDEAS CLINIC



by
Melvin C. Byers, CIRA
NIRA Consultant

Q We hope to initiate an employee travel program in the coming year and are very anxious that it be successful from the very start. We are especially concerned about the procedures that will safeguard our participants' interests and our own. A checklist for group travel arrangements would be very helpful.

A You are wise to develop specific procedures to protect your association and its members who participate in your travel program. When properly administered, travel offers adventure and entertainment that many employees might never experience otherwise. Your precautions at the outset will make the program a success from everyone's point of view. Here is a checklist of the important considerations:

1. Check the credit rating and references of any travel agent or tour operator. Contact groups like yours for the most useful references. Take at least three bids for any travel contract.
2. Require a performance bond of the agent or hold back payment in full by 10 or 15% of the total cost.
3. Retain control of the money deposited. Arrange for a bank to receive and hold it for you or open an escrow account from which only you can authorize payments.
4. Accept any free transportation and/or accommodations offered. Resell them to participants or select a tour representative from your group, preferably a personnel staff member, to take the trip at a discount in exchange for specified duties. Explain the arrangement to participants and outline the representative's duties.
5. Establish an emergency tour fund of $200 to $400 to be administered by your representative on the tour. The money can be used for telephone calls, cables, telegrams or emergency loans to participants in the event of illness or accident. Authorize the representative to spend the remaining money for a farewell party on the last day of the tour.
6. Require a full accounting of the emergency fund, including receipts, from your representative. Require your representative to mail completed daily report forms in pre-addressed and stamped envelopes. The reports should list any complaints and evaluate the tour conditions, facilities, transportation and other arrangements.
7. Hold a briefing session with your representative and go over the contract and agreement as presented to you by your agent. Prepare your representative to handle any foreseeable problems. Give the representative sole authority to make decisions and arrangements on your behalf. Do not let the group become involved in any decision-making as far as changes in the tour plan are concerned. Maintain authority where the responsibility lies—with you and the tour operator.
8. Allow 15 days after the tour for participants to register complaints and comments. Check all remarks against the daily reports of your representative and meet with him/her to discuss any adjustments or refunds. Deduct from your final payment to the agent or operator refunds made to participants as a result of a breach of the tour agreement. Add a fine for inconvenience to the participant. Thirty days after the tour, surrender the remaining money to the agent, with detailed reports of any payments made to participants. Let the agent take legal action if he is dissatisfied. The cost of such action will make it unlikely in the event of relatively minor disputes.
9. Be sure you have a written agreement specifying all promotional assistance the agent will provide. Promotion is essential to the success of a travel program. What the supplier does not provide will be your expense.
10. Prior to the tour, communicate regularly with all participants. Give them instructions, tips and assistance with such arrangements.
11. Ask each participant to sign a release, absolving you, your staff, your organization, and your company of liability for any misfortune during the tour. Such releases are seldom binding, but they can discourage suits. Be sure to require a medical information form from each participant concerning any health problems. Have him/her tell you what emergency measures and medication to administer, if necessary. Have your representative review each report and carry it on the tour.

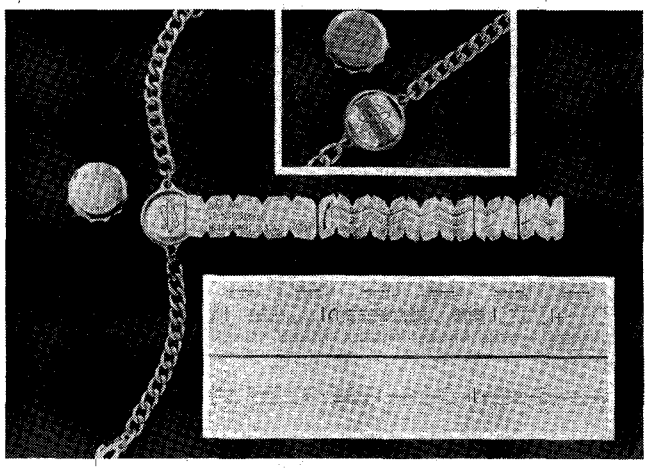
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ASSOCIATE PROFILE

Talisman International jewelry could save lives

The S.O.S. Talisman International is an attractive piece of jewelry which could save or help protect a life in an emergency. A unique identification and information capsule, the Talisman is available in a selection of bracelets and pendants for men, women and children. In an accident or emergency, when the wearer may be unable to provide vital medical information about him/herself, the Talisman speaks for the victim.

The Talisman is a patented, waterproof, heat-resistant and pressure-resistant capsule, enclosing a folded strip of non-soluable paper upon which is written basic personal information and the medical history of the wearer. The information is available in six languages and can be easily updated. Basic information includes the wearer's name, address and telephone number plus the name and telephone numbers of a physician and next of kin. It also includes religion, blood type, details of any allergies, special vaccinations or injections and drugs taken on prescription as well as data on contact lenses and false teeth, particular diseases such as diabetes and hypertension, and information concerning the wearer's desire, if any, to donate organs after death.



The Talisman offers several advantages over other medical identification systems. It is worn, and hence is unlikely to be separated from the carrier. The information is instantly available—there is no 800 number to call and no photo enlarger or decoding is needed.

The Talisman is already available in more than thirty countries. Recreation programs can make it available not only to employees who have special medical identification needs but also to anyone whose active life makes this easy identification a sensible precaution. Talisman jewelry is reasonably priced—from $14.95 to $24.95, suggested retail ($7.95 to $13.95, cost).

For complete information, write or call—without obligation: Sol Demel, S.O.S. Talisman International, 2 Park Ave., New York NY 10016—Phone 212/685-6343. rm

Ideas Clinic continued

12. Require all participants to take baggage insurance and inform them of other insurance you feel is necessary or advisable.
13. Check the tour agenda carefully to make sure that sightseeing excursions are complete packages. Also make certain that the hotels are deluxe, not just first class. Check the rating you are given against foreign hotel listings to evaluate the lodging provided.
14. Be sure you have written confirmation of all services the tour operator will provide throughout the trip. Inform your tour operator that evaluations are to be made and reports of the evaluations given to NIRA, your local Industrial Recreation Council, and your company officials.
15. Do not involve your employee association members personally in tour arrangements and contracts. There are far too many "under the counter" transactions possible. You are well advised not to make temptations available. Do not permit special hotel suites be given the tour representative. Keep all participants, including your representative, on an equal basis.
16. Establish a firm policy on tipping and gratuities. Let the representative do the tipping for the entire group. He or she can collect the standard amounts you specify to be given in accordance with the tour contract.

NIRA headquarters can send you additional group travel information, as well as referrals to experienced employee travel administrators. Call or write NIRA headquarters for further information. rm

professional services directory

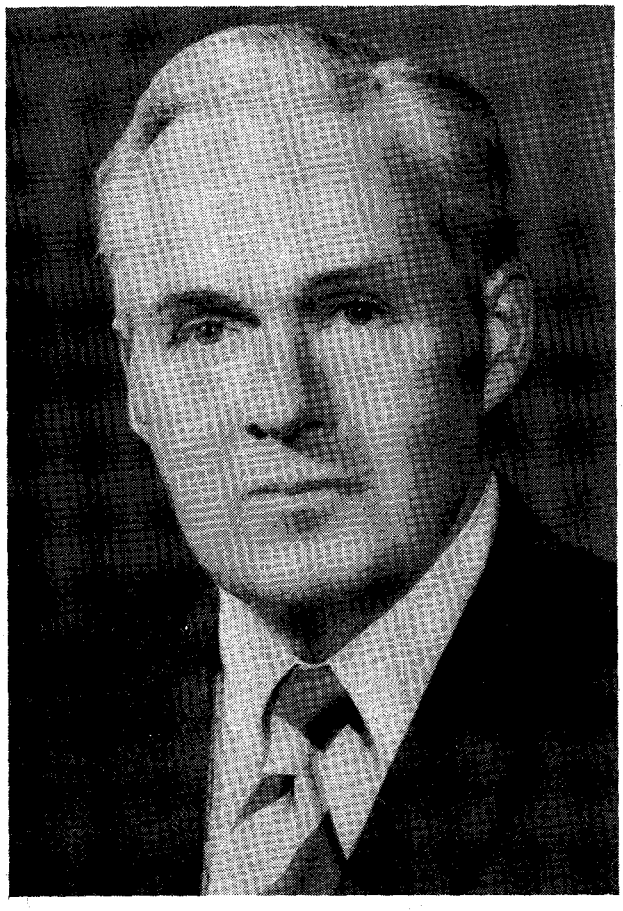
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Motorola's Chairman of the Board supports employee recreation

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Robert W. Galvin
Chairman of the Board
Motorola Incorporated

"Industrial recreation is an extremely important activity at Motorola. I have given it a great deal of personal attention and have participated in many of the programs. My participation has been good for me, as I am convinced it has been good for my associates.

"The basic objective of industrial recreation is to recognize man's needs as a social entity. This is a sound objective. Employee recreation has given opportunity for personal expression, individuality and recognition to the men and women in industry. This is an essential part of belonging to an industrial organization.

"Through recreation, employees become better acquainted. We all find that we have many interests in common with one another. We gain better understanding of each other. We break down and overcome the persistent barriers that God seems to have given us as obstacles to overcome. In the process, people have fun.

"Aside from personal development, recreation is also good for the corporation. Being known as a company with a varied recreation program helps in recruiting. Further, employee recreation is of great value to families and to the community. We hope that our recreation program helps bring family, community, and company closer together.

"New leaders are frequently discovered as the driving forces in company recreational pursuits. Altogether, Motorola's recreational activities are a natural, mutually enjoyable extension of wholesome, on-the-job relationships. Our program has long been one of the strong links in the communications chain among all of us. I feel confident this will continue with ever greater vitality and enthusiasm, in the years ahead."

From *Top Management Speaks*
See order form, page 27

NIRA CALENDAR

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill—(312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Janet Harris—(614) 421-6940, ext. 2951.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5938.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid—(713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 679-3600.

Northern California Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Jesse—(408) 446-7404.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

Toldeo Industrial Recreation and Employees Services Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

* * *

Region I will hold its first Conference September 14–16, 1979 at the Sheraton-Boxborough, Boxborough, MA. Contact Alice Bucca—(617) 493-3318.

Region III will hold its third annual Conference, October 10–11, 1979 at Fermilab, Batavia, IL. Contact Susan Siwicki, CIRA—(312) 545-7701.

Region VII will hold its 29th annual Conference and Exhibit September 20-23, 1979 aboard the *Queen Mary*, Long Beach, California. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

39th Annual NIRA Conference and Exhibit will be held May 15–20, 1980 at the Town and Country Hotel, San Diego, CA. To become involved as a Conference planner or to request delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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TO ORDER, CIRCLE THE NUMBER(S) OF THE SESSION(S) DESIRED BELOW:

NIRA-1 **PHYSICAL FITNESS-STATE OF THE UNION**
Richard Keelor, Ph.D. Director of Program Development, President's Council on Physical Fitness & Sports

NIRA-2 **WHAT NIRA CAN MEAN TO YOU**
Patrick Stinson, NIRA Executive Director, Stephen Waltz, CIRA (Cummins Engine Co.), NIRA Vice President of Tournaments and Services; Kenneth Wattenberger, CIRA (Lockheed California), NIRA Vice President of Membership

NIRA-3 **PHYSICAL FITNESS IS GOOD BUSINESS**
W. Brent Arnold, CIRA, Manager, Physical Fitness & Recreation (Xerox International Center for Training and Management Development)

NIRA-4 **PROFESSIONAL STAFF HELP-THE STUDENT INTERN**
Dr. Donald Bridgeman, Chairman Recreation Education Department, Springfield College; John Leslie, CIRA, Manager, Employee Recreation (3M Company); Dee Craig, Ph.D., Professor, State University at Brockport

NIRA-5 **PROMOTION & PUBLICITY FOR YOUR PROGRAMS**
Melvin Byers, CIRA, NIRA Consultant

NIRA-6 **HOW TO MAKE A PRESENTATION**
Larry Domonkos, Manager, Management Training, Xerox Corp.

NIRA-7 **INDUSTRIAL RECREATION IN CANADA-ITS PHILOSOPHY**
The Honorable Don Cameron, Minister, Recreation (Province of Nova Scotia)

NIRA-8 **PLANNING AHEAD-A DISCUSSION OF THE 1978 NIRREF SURVEY**
William DeCarlo, CIRA, Manager of Recreation Services (Xerox Corp.); Melvin Byers, CIRA, NIRA Consultant Martin Rogers, Ph.D., Professor, State University at Brockport; Donald Rith, Ph.D., Chairman, Recreation Education Department, State University at Brockport; David Groves, Ph.D., Associate Professor, State University at Brockport

NIRA-9 **SENTRY'S APPROACH TO WELLNESS**
Donald Johnson, M.D., Associate Medical Director, Sentry Insurance Co.

NIRA-10 **XEROX HEALTH MANAGEMENT PROGRAM**
James Post, Manager, Executive Physical Fitness, Xerox Corp.

NIRA-11 **FAMILY INVOLVEMENT IN YOUR PROGRAMS**
Gregory Demko, CIRA, U.S. Department of the Interior; Don O'Connor, Raytheon Co.

NIRA-12 **RELATING DRUG & ALCOHOL REHABILITATION TO RECREATION SERVICES**
Andrew Zadany, CIRA (Corning Glass Works); Stanko Rodic, M.D., (Xerox Corp.)

NIRA-13 **PROGRAMMING FOR AND UTILIZING RETIREES**
Gene Daul (Eastman Kodak); Chuck Bouchard (Raytheon Co.)

NIRA-14 **TRAVEL PROGRAMS-CURRENT INFORMATION**
Exhibitor Resources

NIRA-15 **RE-CREATION COUNSELING-THE PROFESSIONAL'S VIEWPOINT**
Jules Frank, Ph.D., Vice President, Organization Development, Flick-Reedy Corp.

NIRA-16 **TRENDS & GROWTH IN WOMEN'S PROGRAMMING**
Shirley Bowen, Coordinator, Physical Education & Athletics, East Irondequoit School System; A. Jody Merriam, CIRA, Director, Oakland Industrial Recreation Association; Patricia Drum, Fitness Coordinator, Plaza Athletic Club, Rochester, NY

NIRA 17 **EMPLOYEE VOLUNTEERISM-BENEFITS & AVAILABILITY**
Kenneth Allen, Executive Director, National Center for Voluntary Action

NIRA-18 **INDUSTRIAL RECREATION IN MEXICO-ITS PHILOSOPHY**
Enrique Flores Mora, Recreation Manager, Dinamica, S.A.; Enrique Maldonado, Director of Fringe Benefits and Social Services, Accion Social Regiomontana, A.C.

NIRA-19 **STARTING FROM SCRATCH-FITNESS PROGRAMS ON A RUNNING SHOESTRING**
R. Keith Fogle, President, American Association of Fitness Directors in Business & Industry (Prudential Insurance Co.)

NIRA-20 **PLANNING A CAREER IN RECREATION MANAGEMENT**
Donald Bridgeman, Ph.D., Chairman, Recreation Education Department, Springfield College; Donald A. Fredericks, Employee Relations Manager, NAMD Division, Xerox Corp.

NIRA-21 **WHAT IS NEW IN RECREATION SERVICES**
Alan Benedeck (Allstate Insurance)

NIRA-22 **RE-CREATION COUNSELING-THE COMING PROFESSION**
Jules Frank, Ph.D., Vice President, Organization Development, Flick-Reedy Corp.

NIRA-23 **FUTURE OF INDUSTRIAL RECREATION**
Horace Becker, Vice President, Research and Development, Xerox Corp.

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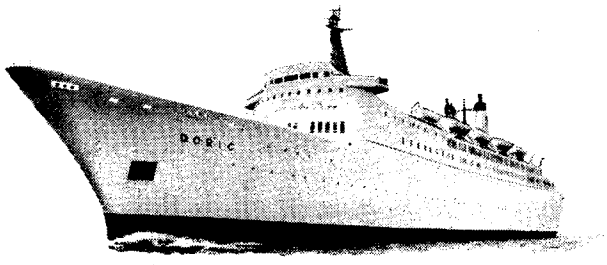
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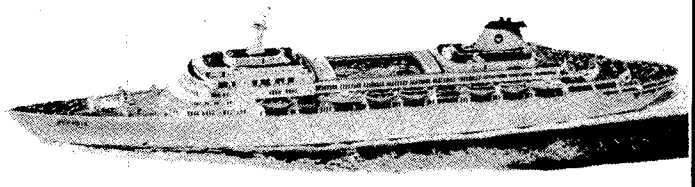


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RECREATION MANAGEMENT

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WEEKEND FESTIVAL

UNITED NATIONS DAY

EMPHASIS ON SOCIAL/CULTURAL ACTIVITIES
Volunteers from the workplace
page 10

SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

OCTOBER 1979 • VOLUME 22, No. 7

RECREATION MANAGEMENT

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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

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What is NIRA?

The National Industrial Recreation Association (NIRA) is a non-profit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Recreation Management* is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, return the reader service inquiry card in this issue.

ORGANIZATION ANNUAL DUES are based on number of employees eligible for your program.

More than 10,000 employees	(10)	$185
5,001to 10,000 employees	(6)	$155
1,001 to 5,000 employees	(4)	$125
Fewer than 1,000 employees	(2)	$ 75

( ) = Number of copies of *Recreation Management* Magazine included free as a member service

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RECREATION MANAGEMENT

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Research & Education Foundation

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The NIRA President would like a word with you

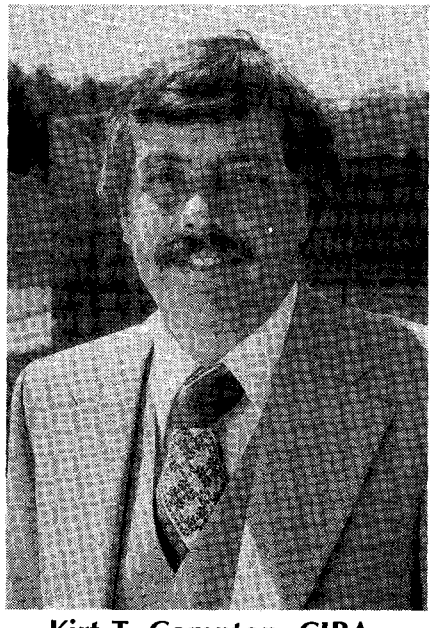
. . . about services to you

As you read this October issue of *RM,* your NIRA Board of Directors will be assessing the Association's progress in membership growth and financial strength. Our fall Board meeting will concentrate on building the Association in these two essential areas. We will also plan for an equally important concern: member services. Our delivery of services, which depends upon financial strength, is our most effective spur to membership growth.

A professional organization justifies its existence by serving its members. That service must be unique. It must include specialized information and professional contacts. Ideally, the two combine to make affiliation a professionally stimulating and personally rewarding experience.

Information comes to you in NIRA periodicals, special publications and program manuals, and in local, regional and international conferences. That information varies from news and programming ideas to leads on discounts and references to additional resources. Supplemental services such as NIRA tournaments, awards and certification, enhance your programs and status.

Professional contacts are at least as important as pre-packaged information. In this business, as in any other, your success is not entirely a matter of *what* you know. It really does depend as well on *who* you know. This is especially true in our field—not because "clout" is all-powerful, but because we do not have all the resources we need within our own organizations. We must turn to one another for assistance and support.



Kirt T. Compton, CIRA
Eastman Kodak Company
1979–80 NIRA President

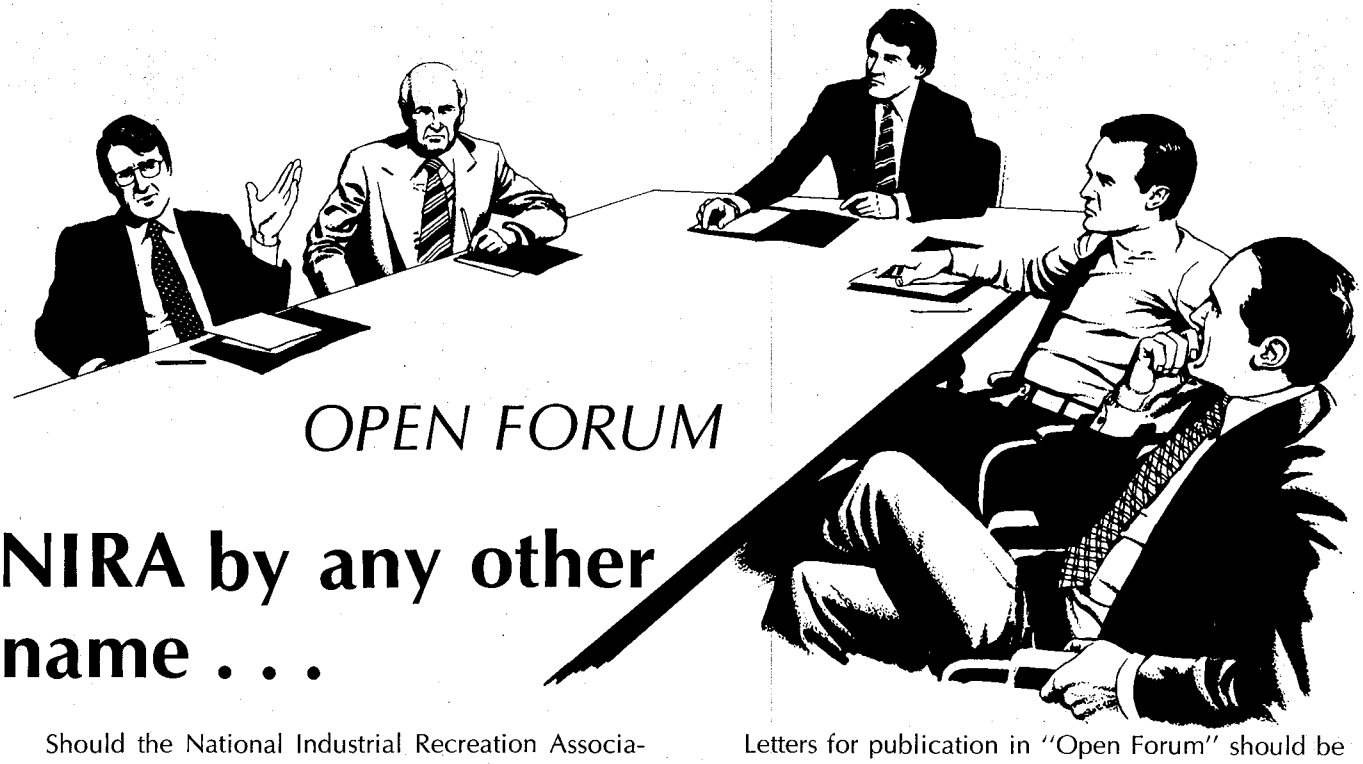
We know that no single publication, conference or personal contact can fill any member's every need. Nor can our total package of prepared services answer the needs of all members. As your program varies, you require a variety of services from your professional association.

When you call or write the NIRA office, you place your needs at the top of the agenda and the staff responds accordingly. Staff members also report to the Board of Directors on the volume and kind of requests they receive. Those reports significantly influence changes and improvements in services.

According to the staff, members most frequently request programming assistance. They want ideas to put new life into existing programs and they need to talk with other recreation directors who have administered activities they are interested in starting. We react, and in so doing, have established a range of services that are responsible for our growth to this point.

We are pleased but not content with the services we provide. We have begun a new effort to refine our information referral and personal contact system. Fall issues of "Key Notes" will invite you to be listed as a NIRA Practitioner-Consultant in a new confidential directory of members who will share the practical skills only experience can provide. Watch "Key Notes" for details—and watch NIRA for more services that justify membership.

Kirt T. Compton



OPEN FORUM

NIRA by any other name . . .

Should the National Industrial Recreation Association (NIRA) be renamed the Employee Services Management Association (ESMA)? When the choice comes before NIRA voters in a postal referendum next year, the merits of those specific alternatives, as well as the greater question of a change, will be well-known to *RM* readers. In the next several issues of *Recreation Management*, "Open Forum" will present letters to the editor on this important issue. The letters published this month come from past and present members of the NIRA Board of Directors who were present at the 38th Annual NIRA Conference and Exhibit last May, when the impending referendum and this column were announced. We encourage all members and interested friends of NIRA to add their opinions to these. Responsibility for the selection of letters is the *RM* Editor's, with the advice and final approval of the NIRA Executive Director. Background information on the mechanics, costs and implications of a name change is available upon request from NIRA Headquarters.

To assure that the "Open Forum" best serves the interests of an informed electorate, we insist on these guidelines for contributors:

(1) Letters must be brief and to the point. We ask contributors to limit their remarks to 300 words.

(2) Letters must be dated and signed.

(3) Letters should be limited to the subject of the name change proposal. The NIRA office welcomes inquiries and comments on other NIRA business, but will restrict the "Forum" space to this question until it is settled.

(4) Letters must be received in the NIRA office by the Friday of the first full week of the month, for publication in the following month's issue. For example, letters for the November issue must reach NIRA Headquarters by October 5.

Letters for publication in "Open Forum" should be addressed to:

"Open Forum"
Recreation Management Magazine
20 North Wacker Drive, Suite 2020
Chicago, Illinois 60606

To "Open Forum":

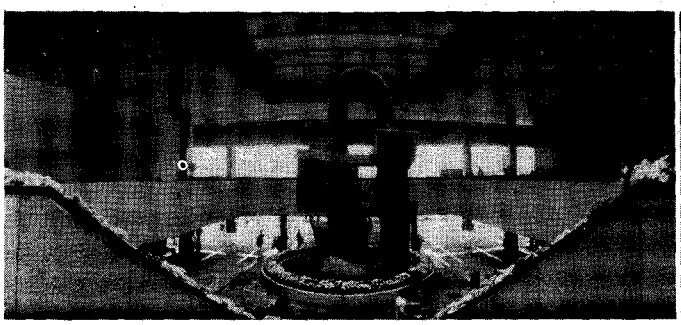
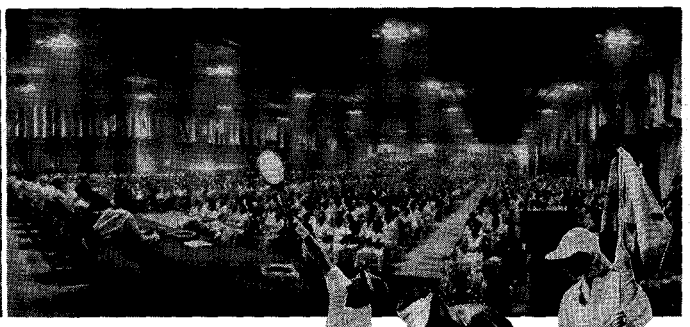
It would be a mistake, in my opinion, to eliminate the word "recreation" from our organization name without replacing it with a word that directly relates to it but, perhaps, is more all encompassing.

I agree with removal of the words "national" and "industrial" and addition of the word "management." We are no longer only national or industrial in scope, and our organization is made up of predominantly management level personnel. With these thoughts in mind, then, I would recommend the following name for our organization.

EMPLOYES ACTIVITES MANAGEMENT ASSOCIATION

The word "activities" is rather all encompassing. It covers our basic functions which involve planning, organization and implementing programs of all types that relate to recreation, per se. In addition, it can appropriately encompass many service and employe relations type functions which are not recreation oriented but, nevertheless, fall under recreation management responsibilities of our members.

Sincerely,
Bernie Watts
Director, Employe Activities
The Goodyear Tire & Rubber Co.

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I'm interested. And I'd like to learn more.

Name _____
Title _____
Company _____
Address _____
City _____ State _____ Zip _____
Telephone _____

EDITOR'S NOTE: The postal referendum scheduled for next year will not offer the opportunity to suggest new name alternatives. It will ask members to vote "Yes" or "No" to the proposed new name, ESMA. If the total number of "Yes" votes falls short of two-thirds of those voting, NIRA's present name will stand. If members then wish to propose new names other than ESMA, they will be free to re-open the question for further discussion and another possible referendum at a later date.

To "Open Forum":

Because the term "Employee Services" represents the true broad spectrum of today's employee leisure professional in many organizations, we suggest an association name change might be beneficial for several reasons.

First, the term "recreation" is not only restrictive but produces negative connotations in the minds of some management personnel. Second, the expanded definition will attract more members and exhibitors. Third, the new name encompasses more responsibility to reflect the increased importance of the employee in the 80's and beyond. We therefore endorse the name "Employee Services Management Association."

Cordially,
Robert A. Baldwin
Director, Walt Disney's Magic Kingdom Club rm

---

professional services directory

Kotz Schneider

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NEWS IN BRIEF

Pump iron to keep, not get, in shape

"Who should pump iron? Ninety-seven pound weaklings who have been running." So says Porter Shimer, Executive Editor of *Executive Fitness Newsletter.* Citing recent studies at the Institute for Aerobics Research in Dallas, Shimer wrote last month, "Pumping iron—while it can be a good way of keeping you in shape—is a lousy way of getting you there."

Shimer reported on a series of tests, led by Drs. Larry Gettman and Michael Pollack, involving two groups of previously unconditioned middle-aged men. Their study found that cardio-vascular fitness improved more under a program of moderate jogging than it did after identical exertion, in terms of time and heart rate, for curcuit weight training.

The cardio-vascular workout that jogging (or swimming and cycling) provides involves the heart and lungs *during* exercise. It also makes demands on a great number of different muscles throughout the body. For this reason, it helps build cardio-vascular strength while it burns calories. Weight training, on the other hand, places immediate and strenuous demands on only specific muscles. The heart and lungs respond *after* the strain. While weight training does increase strength and muscle mass while it reduces fat, it is not as effective at building cardio-vascular fitness.

Weight training can be a good way to stay in shape, however, according to the Gettman-Pollack study. Its group of middle-aged joggers, once in shape, stayed that way with a program of circuit weight training. Pumping iron, at a level that allows steady, rhythmic breathing, apparently will maintain the cardio-vascular fitness developed by road work. For runners who are temporarily benched by injuries or inclement weather, weight training may offer an effective way to prevent deconditioning.

*

Executive Fitness Newsletter is a biweekly digest of fitness news and short features. Well-researched and written in a brisk, often humorous style, it is both informative and entertaining. Subscriptions cost $18 per year; $34 for two years. For information, contact Janice Saad, Reader's Service, *Executive Fitness Newsletter,* Rodale Press, Inc., 33 East Minor St., Emmaus, PA 18049.

Universal installs Olympic training centers

The official Olympic training committee has installed gym equipment by Universal in all United States Olympic team training centers.

The most recent Universal equipment installation is at Lake Placid, New York where six, sixteen-station Universal Centurion dynamic resistance machines are to be placed. The Lake Placid facility brings the number of Universal-equipped Olympic training centers to three. The first, in Squaw Valley, California, was outfitted in 1977 and was followed soon after by the Colorado Springs facility. Equipment chosen for the Olympic facilities is the same equipment available through Universal's catalogs.

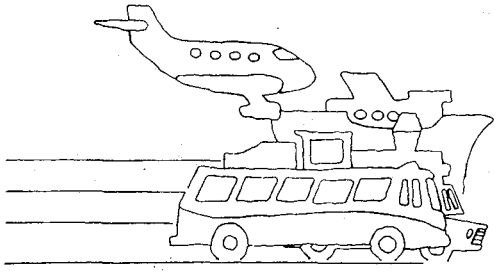
Daytona's Reef Inn changes hands

Frances M. Perrin, Sales Manager for the Quality Inn-Reef in Daytona Beach, has notified NIRA that "The Quality Inn-Reef has recently been sold and we are now under a new management corporation. We will remain the Quality Inn-Reef and will honor, thru December 31, 1979, all commitments made to NIRA members. At this time, however, we are going to discontinue our active membership in NIRA. Perhaps at some future date, we will reconsider and contact you about membership."

Any NIRA member with questions about the Reef policy should contact Perrin at The Reef, 935 S. Atlantic Ave., Daytona Beach, FL 32018—Phone (904) 252-2581.

DATO map gives U.S. gas hotlines

States across the U.S. have opened toll free hotlines to provide



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Chicago—928-4500
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SLIDE/SOUND PRESENTATION AVAILABLE ON REQUEST

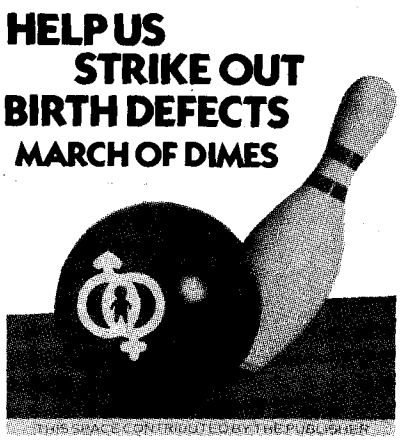
gasoline availability information. The Discover America Travel Organizations (DATO) has published a map listing the numbers and has made it available to *RM*. Some of the numbers shown can be reached only from the immediate area surrounding a listed state. Callers who have difficulty reaching any of the numbers should contact the operator or call either the National Traveler's Gasoline Advisory or the state travel office nearest their destination. Questions about travel and the availability of gasoline should be directed to DATO, 1899 L Street, N.W., Washington, DC 20036—Phone (202) 293-1433.

The map appears on page 8.

* * *

NEWSBRIEFS . . . Another interesting publication for the fitness field is the *Fitness Institute Bulletin,* a monthly newsletter of The Fitness Institute in Willowdale, Ontario. The newsletter focuses on personal fitness through nutrition and exercise. Yearly subscription rates in the U.S. and Canada are $8; $10 in other countries. Inquiries should be directed to Douglas MacLennan, Vice-President, Technical, The Fitness Institute, 255 Yorkland Blvd., Willowdale, Ont. M2J 1S3 . . . **Women are fast becoming significant consumers of athletic and non-fashion sporting goods,** according to a recent study by Benton & Bowles, a New York ad agency. The study, reported recently in the *Wall Street Journal,* notes that 45% of all downhill skiers are women, as are 49% of tennis players and 36% of squash players.

Continued on following page



Where else but
CALIFORNIA . . .

For the 39th Annual
NIRA Conference and Exhibit
May 15— 20, 1980

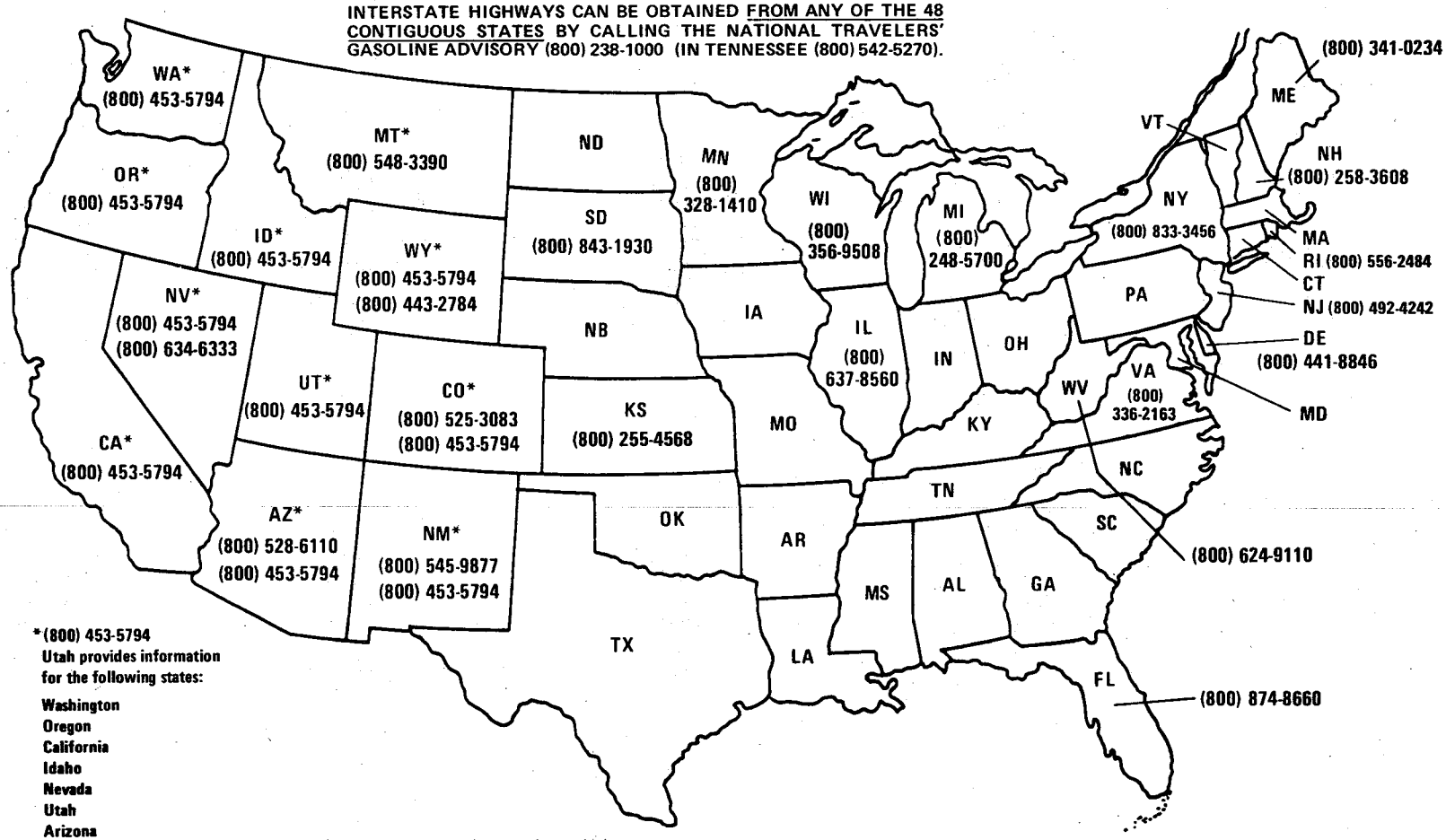
Town and Country Hotel
San Diego

DATO Gas Availability Map

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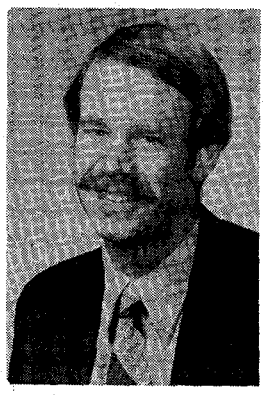
*(800) 453-5794 Utah provides information for the following states:

Washington
Oregon
California
Idaho
Nevada
Utah
Arizona
Montana
Wyoming
Colorado
New Mexico

Some of the telephone numbers shown above can be reached only from the immediate area surrounding that state. If you have difficulty reaching one of these numbers, contact the operator or call either the National Travelers' Gasoline Advisory or the state travel office nearest your destination.

Source: Discover America Travel Organizations, Inc.
The National Association of the U.S. Travel Industry
1899 L Street, N.W.
Washington, DC 20036

TOURNAMENT NEWS



by Stephen W. Edgerton, CIRA
Xerox Corporation
NIRA Vice President,
Tournaments and Services

There is still time for you to enter your employees' prize catches in the 1979 NIRA Fishing Contest. The event is co-sponsored by the American Fishing Tackle Manufacturers Association (AFTMA). Prizes, a variety of name-brand fishing and boating equipment, will be donated by AFTMA members.

The Fishing Contest entry fee is only $10.00 per organization. That one fee allows any employee to enter the contest at no additional cost. Your organization's entry entitles you to 100 individual entry forms, mailed from Contest Coordinator **Gene Miller, CIRA** (Michigan Bell Telephone Company). Individual fishers are responsible for returning their entries and documentation to Gene.

Eligibility is easy. Entrants must be fulltime employees of NIRA companies, or the members of those employees' families. Eligible entries must represent fish caught before December 1, 1979 in United States, Canadian or Mexican waters. Each catch must be witnessed by two persons and be documented by a photograph. Entries must reach the Contest Coordinator no later than December 10, 1979.

Competitors will vie for prizes in fresh and salt water categories:

Fresh Water Division
- Bass, Smallmouth
- Bass, Largemouth
- Bluegill
- Muskellunge
- Northern Pike
- Perch
- White Perch
- Salmon
- Trout, Lake
- Trout, Rainbow
- Walleye

Salt Water Division
- Bass, Sea
- Dorado
- Kingfish
- Marlin
- Salmon
- Yellowtail

Tropies and grand prizes will be awarded to those who enter the largest fish in each class. Duplicate prizes will be awarded, should identical entries top any one class.

Each individual who enters the Contest, regardless of the size of his/her fish, will be eligible for a special prize drawing. Some NIRA-member employees have missed out on this drawing in the past because their companies have entered only one fish—a local winner—in each class. Remember to send all your employees' entries, to insure that everyone in your organization has a chance to win a special prize in the random drawing immediately following the Contest.

The NIRA/AFTMA Fishing Contest opened July 1, 1979, with a promotional notice mailed to NIRA members. By September, according to Gene Miller, entries had almost reached the all-time record for the entire contest period. If you have not sent in your organization entry form, clip the one below and return it immediately with your $10.00 registration fee. Gene Miller will return 100 individual entry forms to you for your anglers' use. If you have any questions about this year's Fishing Contest, phone Gene at (313) 223-7809.

ORGANIZATION ENTRY FORM
1979 NIRA/AFTMA FISHING CONTEST

I am enclosing the $10.00 entry fee that will enable any employee in my organization to participate in the 1979 NIRA/AFTMA Fishing Contest.

NAME _____

TITLE _____

COMPANY _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

ENTRY FORMS MUST BE RETURNED TO: GENE MILLER, MICHIGAN BELL TELEPHONE COMPANY, 444 MICHIGAN AVENUE, ROOM 1510, DETROIT, MICHIGAN 48226

rm



Volunteers from the workplace

Charity begins on the job with employee volunteer programs

from remarks by Kenneth Allen
Executive Vice President,
VOLUNTEER

Employee recreation directors recognize, probably better than anyone else, the importance of leisure time in our society and the need to make more constructive use of it for everyone. Volunteering already plays an important role in people's leisure time. The support of employee volunteering is a legitimate part of an overall corporate recreation program.

PIONEER ROOTS

Volunteering is an integral part of our society. From our earliest days, neighbor helped neighbor with barn raisings, bringing in the crops and doing those things that people could not do individually. Daniel Bernstein, the famous historian, has noted that people's involvement in the solutions of their own problems far pre-dates governmental involvement in problem solving. It was volunteers, people acting to serve their own needs and the needs of their neighbors, that really built this society.

We began with informal kinds of helping activities and have progressed through the development of very sophisticated volunteer programs. In 1974, a U.S. Census Bureau study of volunteering concluded that roughly 37 million people in the country would identify themselves as volunteers on a regular basis. These are people who recognize that they are doing something that would qualify them as volunteers, whether it be in their churches or neighborhood associations, or the Red Cross or the Boy Scouts or Girl Scouts. If we add to that the broad range of people who are involved in informal helping activities, we would take in virtually every citizen. The Census Bureau concluded that about one of every four people over the age of 14 is regularly involved in some kind of an organized volunteer activity and that

the value of that service in this society is roughly $34 billion a year.

Last year, a Gallup poll report concluded that about 89% of the population in urban areas would be willing, if asked, to be involved in some kind of neighborhood or community-based volunteer assistance activity. If all the time they were willing to contribute were added together, it would amount to roughly one billion hours per month.

As we have increased the number of people who are involved in volunteer activities, we have also broadened our understanding of who these volunteers are. As recently as 1970, when we talked about volunteers, people imagined a middle-aged, middle-class unemployed white woman who was heavily involved in church, school and charitable activities. That was inaccurate at the time and is inaccurate now. Virtually everybody, at some point in his lifetime, is a volunteer. There is no social problem, no community concern, that is not addressed in some way by citizens as volunteers.

CORPORATE INVOLVEMENT

Over the past three years, we have seen increased corporate interest in volunteer activities. We just completed an 18-month study which identified 330 corporations in the United States that do something to encourage their employees to become active in volunteer programs. People in the volunteer world were amazed to learn that the profit sector was so concerned about volunteering. There is a longstanding myth that employed people do not volunteer. In fact, the census study in 1974 found that just the opposite is true. People who are employed full-time are much more likely to volunteer than people who either are not employed or do not consider themselves to be in the workplace. There are mechanisms through which the time and talent of employees can be matched with needs in the community and be mobilized for volunteer service. All of this means that you are in an ideal position now to create corporate volunteer programs, to be the link between the individual employee and the community.

Why do corporations choose to be involved in volunteer activities? After all, volunteering may seem, on the face of it, to be almost antithetical to what corporations are all about. Let me suggest five reasons why involvement in voluntary action is a sound business choice.

First is the need for corporate resources to be devoted to community problem solving. It is a reflection of the success of corporations in doing what they do that community agencies turn to them to solve problems. They are, in fact, victims of their own success. There has been an increased recognition, too, on the part of corporate leaders that participation in federated fund-raising campaigns is no longer sufficient as a way for corporations to participate in the community. Rather, if corporations are to have a real impact on problem solving, they must mobilize their human resources as well as their financial resources.

The second reason why corporations are involved in volunteering is simply that it is in their best interest to be involved. Business and industry function best in the atmosphere of a healthy community. Ten or fifteen years ago, companies began to recognize that they had a direct contribution to make to their communities and that real benefits to business would result.

Thirdly, volunteer programs enhance the corporate image both in the community and with the corporation's own employees. A number of companies that have sophisticated and successful volunteer programs have surveyed their employees and asked them what they see the impact of their volunteer work to be. Employees always answer that it gives their company a better image in the community. When asked how the program has affected their feelings about the company as an employer, volunteers have invariably indicated that being given the opportunity to participate in a volunteer activity has improved and increased their positive perception of the company.

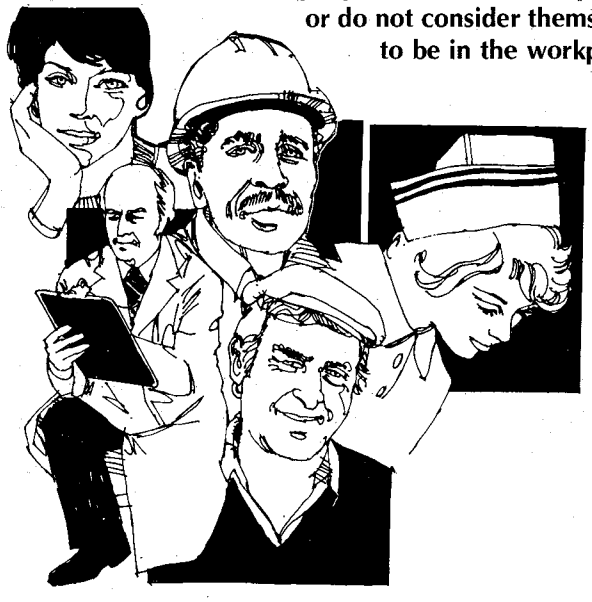
The fourth reason for corporate interest is that volunteer programs benefit employees. They give employees new opportunities, relieve the routine of their jobs, and give them a chance to have new experiences and try out new kinds of activities and skills. All the surveys of corporate employees who volunteer are positive, indicating an improvement in morale and productivity with a lower rate of absenteeism.

The final reason why corporations are interested in volunteering is simply that they are beginning to recognize the link between the profit and the non-profit sectors. They recognize that the two are really sides of the same coin. Before his death last year, John D. Rockefeller III gave a speech in North Carolina and I'd like to share with you just one quote from it. He said, "The business community and the third sector are rooted in common ground: the preservation and strengthening of individual initiative in private enterprise. To me there is no question that the futures of the third sector and of American business are inseparable."

In other words, corporations have something that the community needs. They have time, they have people with talent and expertise, and they have financial resources. The non-profit community, on the other hand, has something that the business world needs: people who are interested in, and concerned about the community. In a time when public esteem for corporations and organized labor is low, employee volunteerism and

continued on following page

People who are employed full-time are much more likely to volunteer than people who are not employed or do not consider themselves to be in the workplace.



other programs of corporate social responsibility are appropriate and needed ways to respond.

There are a number of ways in which corporations get involved in volunteer programs. Probably, the most basic approach is to match individual employees with specific jobs that need to be done in the community. That can be done in two ways. Management may develop a mechanism by which employees can be made more aware of the need for volunteer work in the community. Secondly, a company can actually create an in-house capability to contact employees and refer them to community agencies that need their help. The corporation can also invite existing resources, such as a voluntary action center, to recruit in the company.

The second model for corporate volunteering is the group project method. Again, there are two options. First, the corporation can participate in existing community programs, such as walk-a-thons. Tenneco in Houston, for example, just last May had two thousand employees involved in the Tenneco Love Run for Muscular Dystrophy. It was part of an on-going community volunteer program that the company was able to join by simply letting employees know that the opportunity existed and encouraging them to participate. Secondly, companies can create their own group projects. Some excellent programs of this type are Allstate's "Helping Hands," Atlantic-Richfield's "Joint Education Project" in the Los Angeles schools or the Fluor Corporation's "Involvement Team" which sends groups of employees to work in community agencies.

A third way in which companies mobilize their employees is through loaned personnel programs. These used to be almost exclusively loaned executive programs and, for many companies, were considered a good way to ease older executives into retirement. Now those programs have begun to expand to include all levels of skilled employees, from computer programmers and accountants to clerks—anyone who can respond to the specific short-term needs of a community agency. Loaned employees may design a public relations campaign, implement a fund-raising drive, start a new business system, or open a branch office.

A fourth means of supporting voluntary action is the granting of relief time, which is simply volunteering on company time. Participating employees are allowed to take time during working hours to volunteer in a community agency. There is resistance to this approach, clearly, among companies that are opposed to anything that might cut into productivity. In surveys of employee-volunteers and their supervisors, however, companies have found that these programs, in fact, increase the productivity of most employees who participate because of their heightened sense of obligation to make up the time they have missed. Relief time has also been found to be a positive incentive to volunteer. Employees have indicated that they are active in the community because the company thinks enough of the activity to allow them some time off to do it.

Some companies pair an hour of company time with an hour of personal time, so that if an employee is willing to give up his lunch-hour one day a week, the company gives him another hour one day a week to continue that volunteer job. Or, if the employee is willing to give up the hour from 5:00 to 6:00 in the evening, as they do in some companies in New York to tutor, then the company will give up the hour from 4:00 to 5:00 in the afternoon.

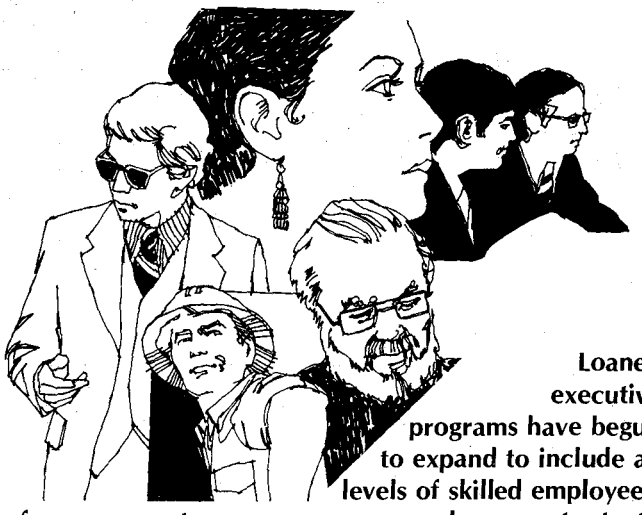
Perhaps the most sophisticated kind of employee volunteer program is social service leave, which is essentially an extension of relief time to full-time absence from the job, with pay, for three months to a year. Employees of Xerox and IBM, for example, work with community agencies while on social service leave.

Another way in which companies are beginning to become involved in volunteering is through retirees' activities. Equitable Life Assurance in New York, for example, has built its entire employee volunteer program around the interests and needs of its retired workers. American Airlines in Los Angeles has involved its retirees in the company itself, as school recruiters and company tour guides.

A final way in which companies are active in volunteering is through a variety of incentive programs that encourage people to volunteer or reward them for volunteering. PPG Industries, for example, has a nationwide program to honor employee volunteers. Standard Oil of



89% of the population in urban areas would be willing to be involved in community-based volunteer assistance.



Loaned executive programs have begun to expand to include all levels of skilled employees, from computer programmers and accountants to clerks—anyone who can respond to the needs of a community agency.

California, Atlantic-Richfield and others have created community involvement funds. Employees who volunteer are eligible to turn to the company for cash contributions to the agencies for which they volunteer. Contributions that range from $500 to $1,000 a year are an incentive for involvement, a recognition of the importance of that involvement, and a reward for it.

MUTUAL BENEFITS

VOLUNTEER: The National Center for Citizen Involvement recently completed a study of corporate volunteer involvement. We discovered some things that potential administrators of this kind of program ought to know.

First, we discovered that successful programs were mutually beneficial to all of the actors involved. Regardless of whether you define success by the level of participation, kind of involvement, or project effectiveness, there is something for everyone in programs that succeed. The community benefits because it gains a new source of talent, energy and time to solve problems. The employee-volunteer benefits from the opportunity to do something new and rewarding. The company gains by an enhanced public image and improved employee relations. When a program is not perceived to be of clear mutual benefit, it is substantially less successful.

Secondly, we concluded that volunteer programs require a relatively modest investment of corporate resources. Usually, not more than one full-time employee is needed to operate a corporate volunteer program. In fact, we have seen some models that have been administered successfully in three to five hours a week. In a demonstration project in Wichita, Kansas, we teamed the local voluntary action center with fourteen corporations. We asked each company to identify one person as its "corporate volunteer coordinator" and to agree to give that person between three and five hours a week release time. The voluntary action center was responsible for finding the jobs that needed to be done in the community, preparing the job descriptions and handling the liaison work with the company. The corporate coordinator was responsible only for the recruitment of employees, using a one-to-one approach. Volunteer coordinators ranged from the loading dock foreman in a meat processing plant to the vice president for public affairs in a bank. In less than six months of actual recruitment time, those fourteen mobilized about 400 of their fellow employees, most of whom had never volunteered before.

The third conclusion we reached after our study was that corporate volunteering is really a new field, in its infancy. It is where college student volunteering was ten years ago or hospital volunteering was twenty years ago. Because the idea is new in business and industry, it still is experiencing some growing pains. Most corporate volunteer programs suffer because they do not have well articulated goals. Often they do not keep good records. They may not be able to prove what their volunteers are doing. One consequence is that corporations do not tell their own community service stories as effectively as they might. Also, because of the relative infancy of corporate volunteerism, networks of people in the field are just now beginning to develop. VOLUNTEER sponsored the first United States conference on the subject, entitled "Volunteers from the Workplace," last April. The networks are beginning to develop for corporate

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volunteerism, just as they did years ago in recreation.

The fourth conclusion we reached was that the most critical element of success in employee volunteering is the interest, concern and involvement of corporate leadership. It must start with the chief executive and work all the way through top management. While corporate volunteer programs require a relatively low level of financial investment, they have an extremely high visibility within the company. They are usually programs that capture the attention and the imagination of the chief executive and those immediately below him. That is critical to the success of the program because executive attention helps create an atmosphere of legitimacy that is critical to the success of a corporate volunteer program.

A volunteer program also requires the positive leadership of those people responsible for designing and managing the company's involvement. Employee activities directors are in a unique position, now, to begin to develop corporate volunteer programs. There are a number of resources available right now to help. At VOLUNTEER, we help companies by working with middle management to develop the concept of an employee volunteer program and the rationale for it. We can also help put those ideas into a form that can be presented to top management. We have created a comprehensive information bank to help volunteer program administrators find other companies that are doing things similar to what they are doing or may want to try. We can locate companies in your geographic area that are already involved and can assist you in understanding the needs of your community. We can work with corporate headquarters or branch plants to determine the best program possible, given the interests of your employees and the resources available to you. We have been active in training corporate volunteer program administrators. We will help develop liaisons with community agencies, primarily with our 300 affiliated voluntary action centers.

We are convinced that corporate volunteering is a wave of the future. With increasing numbers of women entering the workforce, the volunteer world cannot rely on a mass of people who are unemployed and looking for community activities. Rather, we are beginning to turn to those institutions that have the resources to solve problems in society and that brings us right back to the corporations. Corporate volunteer programs are going to continue to grow. Those that exist are, in most cases, excellent. They are the first cutting edge of employees involvement. Contact us and we will help you join them.

VOLUNTEER: The National Center for Citizen Involvement was created in July 1979 by the merger of the National Center for Voluntary Action and the National Information Center on Volunteerism. For information on corporate involvement in volunteer programs for community service, contact Shirley Keller, Director of Constituent Relations, VOLUNTEER, 1214 16th Street, N.W., Washington, DC 20036—Phone (202) 467-5560. **rm**

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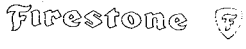


















































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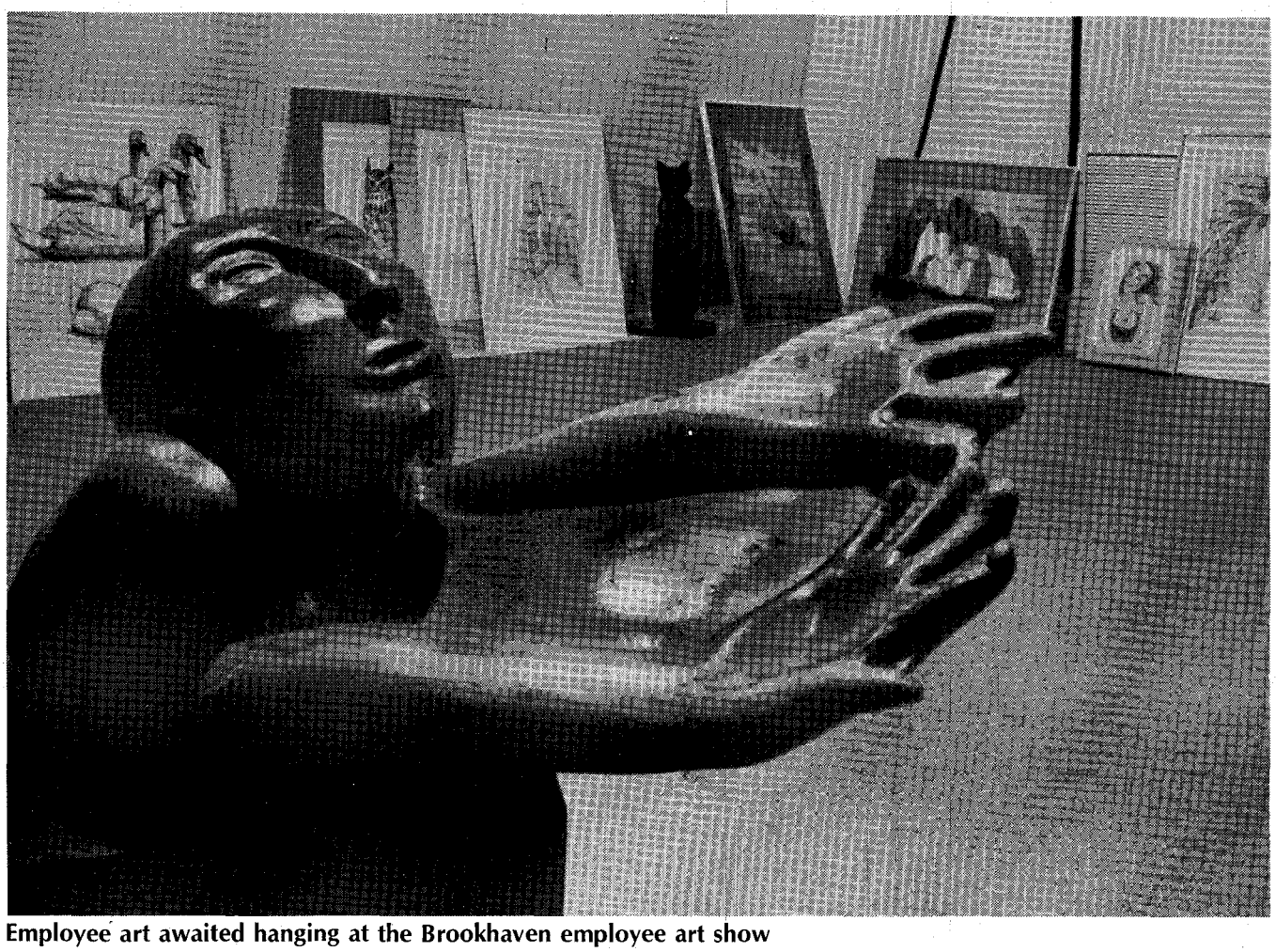
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Employee art awaited hanging at the Brookhaven employee art show

with Virginia Sayre Brookhaven National Lab

Artists are waiting to be discovered in every plant and office. They are the secretary who paints, the marketing manager who sculpts and the shipping clerk who works in ceramics. Often, the creations of employee-artists, like those at any clothesline art show, are sincere but mediocre. Occasionally, they are startlingly original and well executed. In any case, their exhibition in the workplace makes proud celebrities of their creators.

Showcasing employee arts and crafts has become a regular feature of many activities calendars. One such event is the perennial art show at Brookhaven National Lab, a scientific research center in Upton, New York. The Brookhaven show is part of a continuing employee-administered arts program that exhibits both in-house talent and loaned art from New York City galleries.

At the helm of the employee art program is Virginia Sayre, who administers the Lab's visitors services. Sayre is chairman of the employee volunteer art committee, under the recreation association for Brookhaven's 3,500 employees. The employee show, staged most recently last August, is similar to efforts in other organizations.

Publicity began with a promotional article and entry form in the





Employee-artists displayed the ancient art of flower arranging and modern works of glass sculpture.

Lab newspaper, *Brookhaven Bulletin*. Sayre's committee members also made special personal efforts to encourage known employee-artists to submit entries.

Unlike some employee art shows, the Brookhaven event is not judged, nor does the committee exclude any entries on the basis of artistic merit.

"We'll take anything—paint-by-number or whatever," said Sayre recently. The reputation earned by past shows, however, has established an informal but high standard for entries. Said Sayre, "We had an overwhelming response this year—a quality response." Seventy objects, representing more than thirty artists, went on display last summer.

Entries for the art show were accepted at the recreation association's sales office, a central services distribution area accessible to all employees. The art committee recorded entries in an alphabitized catalog for distribution at the show. Volunteer Eleanor Dahl and a friend who teaches art outside Brookhaven studied the entries and arranged them in the exhibit room the night before the show opened.

The exhibit filled an all-purpose meeting room adjacent to the employee dining area. Although the room was open to visitors throughout the day, nearly all employees toured it during their lunch periods. A hostess was assigned to the exhibit

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One employee demonstrated stained glass leading while another carded her own wool.

from 11:30 a.m. until 1:30 p.m., when visitor traffic was heaviest.

The exhibit introduced artists personally to their fellow employees in a series of demonstrations. Every day during the show, different artists set up shop in the exhibit area to explain and demonstrate their arts.

The employee art show, a traditional cultural event in many organizations, is augmented at Brookhaven by loaned art exhibits from serious professional galleries. Virginia Sayre, often with the knowledgable assistance of her husband, Ed, arranges for New York galleries to loan collections to Brookhaven for display. Sayre reports few difficulties in obtaining essentially free exhibits of valuable and sometimes famous works of art.

"It's easier than you might expect," she said. "We just walk into a gallery and ask if we can borrow a show. We guarantee insurance and transportation. It usually runs between $600 and $800 for a show."

According to Sayre, many galleries are willing to loan works to the employee association solely for the exposure they obtain. The Sayres work with three moving companies, one operated by the New York State Gallery Association and two that are run by experienced professionals in private business. The galleries usually entrust their merchandise to the team without insisting that a gallery representative go along.

The gallery loan program began twenty-five years ago when an artist sought to display the work of several area colleagues at the Brookhaven facility. Most of the artists he contacted preferred to work through a New York gallery. He talked with gallery management and arranged the first loaned exhibit.

Brookhaven has recently borrowed a group of etchings by James Whistler, a collection of Japanese poster art and numerous other works, literally for the asking. The art committee makes clear that it is arranging an employee service, not a gallery promotion.

"We don't promise to sell anything," said Sayre. "If someone wants to know about a particular piece, we refer him to the gallery."

Sometimes, the committee presents a loaned exhibit in conjunction with a lecture or concert. These events often feature recognized experts and professional performing artists.

Brookhaven's next loaned gallery show will open in November 1979. A crafts fair has been scheduled to follow next summer, in part to display "run over" entrants from the August 1979 event. The two approaches, together, bring out the artists among employees and bring in works of art that few employees would see otherwise. rm

Allstate Family Day



It's fun to visit Mom and Dad's workplace when the tour includes a model train display and a day full of entertainment for the entire family.

by Susan R. Hink

Family participation has become an important goal of recreation activities. Most company-sponsored activities programs are open to employees' immediate families. Some also include special activities for employees' children and spouses. An increasing number of employers are supplementing this purely recreational involvement with job-related activities, most commonly plant and office tours. Late last summer, Allstate Insurance Company combined a family picnic, fair and open house for its first Allstate Family Day. The Saturday afternoon event, by all accounts, was a resounding success.

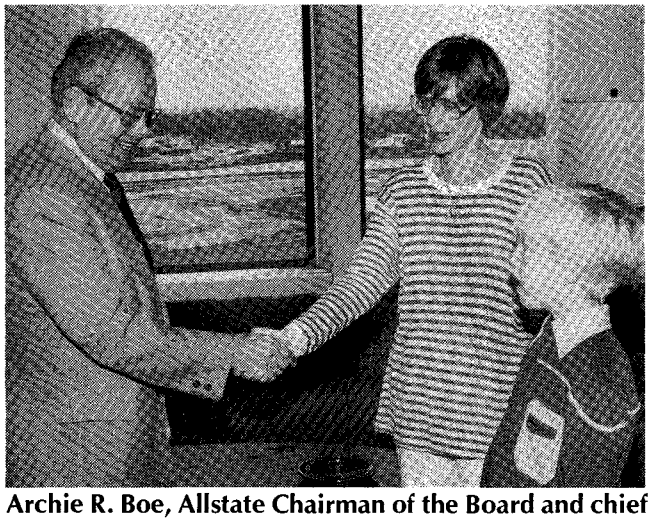
The five-hour event was held at Allstate's corporate headquarters in the Chicago suburb of Northbrook, Illinois. More than 10,000 attended—3,000 more than anticipated in the early planning stages.

The company's goal in having Family Day was twofold. The open house gave families an opportunity to see where employees work and what the company is all about. The picnic was also designed to promote better communication among employees.

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Fun runs opened the day's activities.



Archie R. Boe, Allstate Chairman of the Board and chief executive officer, greeted visitors.

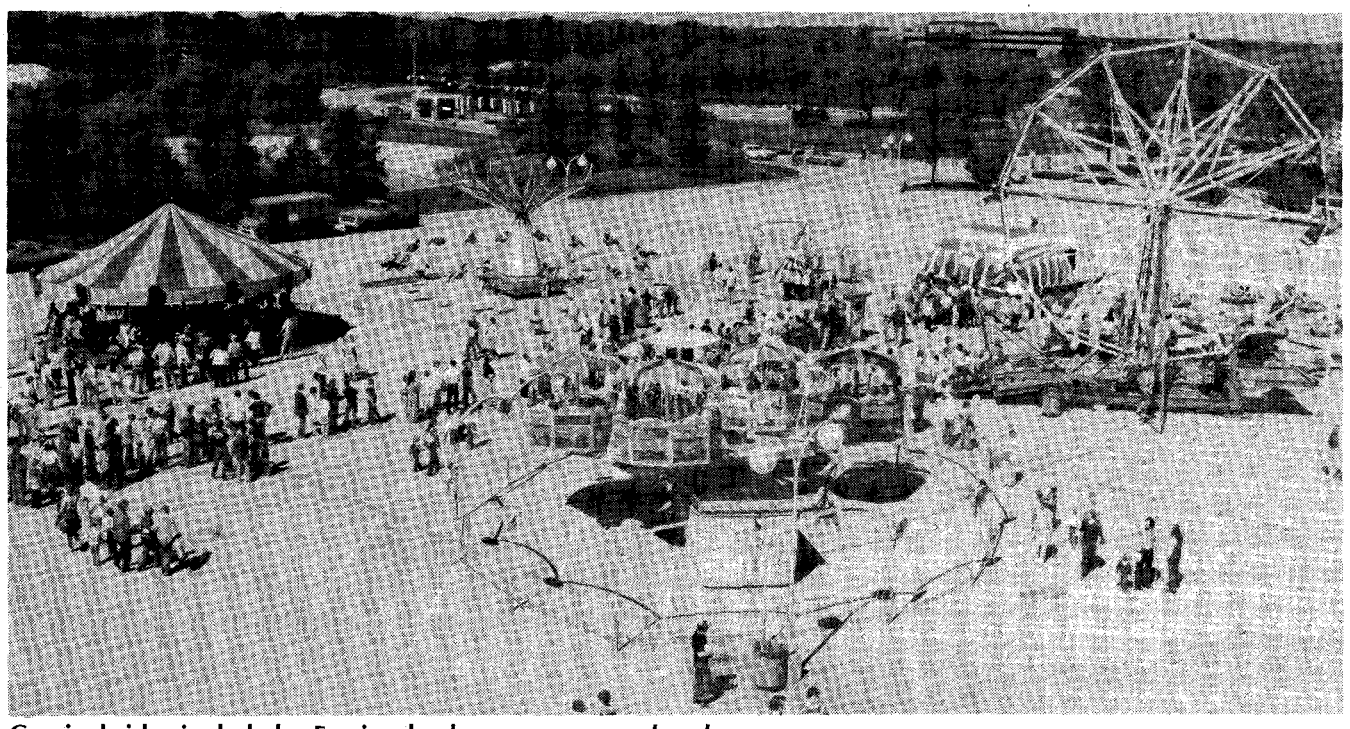


Local artisans sold their wares.

Responsibility for planning and implementing Allstate's Family Day was given to the company's community relations/employee activity division. Planners developed a proposal that included costs, space requirements, and scheduled events. After the proposal was approved and a date selected, committees were formed in the areas of promotional material, grounds and concessions, entertainment, open house, carnival and games, sports activities, displays, crafts, and purchasing. More than 100 employees participated in the planning.

The promotional material committee concentrated on encouraging a heavy employee turnout. Committee members initiated their efforts by sending a letter notifying all company officers, two months prior to the event. An announcement letter to all 4,500 employees at corporate headquarters soon followed. Posters were displayed throughout Allstate's nine-building complex. A few weeks later, employees were sent flyers with coupons that would allow them to enter special events such as craft sales and sports activities. The committee also produced two "commercials" for Allstate Family Day. The ads were shown on Allstate's inhouse, weekly video program. A final flyer was sent a week prior to Family Day with a schedule of the day's events.

Meanwhile, the grounds and concessions committee determined how effectively to utilize 40 of the Allstate complex's 122 acres for the event. As Family Day drew near, committee members, with the assistance of local police, organized traffic coordination. They also established picnic sites, a first-aid area, stages, and a lost and found center. Seven food service areas were arranged on the grounds and space was allocated for sports activities and other special events. The committee also arranged to serve free food to everyone who attended. The crowd



Carnival rides included a Ferris wheel, merry-go-round and more.

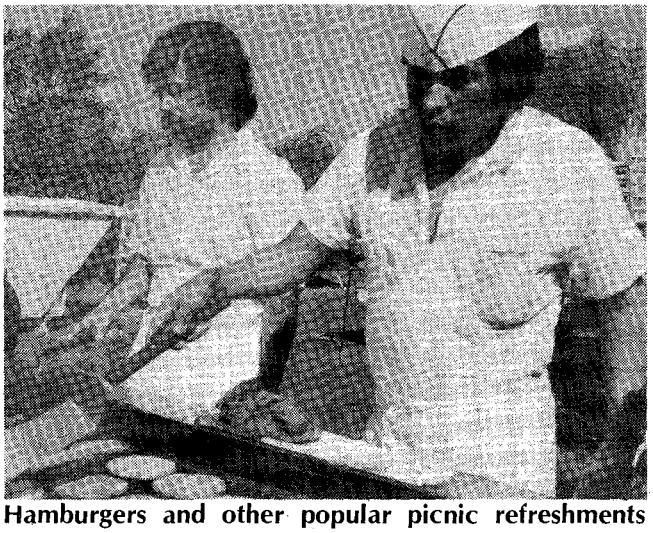
consumed hot dogs, hamburgers, soft drinks, ice cream and popcorn.

As Family Day began Saturday afternoon, members of the entertainment and demonstrations committee went into action. They assembled the Chicago Connection Drum and Bugle Corp at Allstate's main gate where the colorfully uniformed musicians played as employees entered the grounds. The open house committee invited family members to visit the areas where their Allstaters work. The committee designated tour areas throughout the complex and stationed guides at all main entrances and elevators. During the hour-long open house, each department vice president extended a personal invitation to his employees' families, coordinated department displays and posters and greeted visitors. Each explained his department's functions and how they related to the overall operation of the company.

When they returned, families found a variety of activities staged by the carnival and games committee. Outdoor games and carnival rides entertained visitors of all ages. Six clowns performed throughout the day and gave hundreds of balloons to youngsters.

The sports committee decided to capitalize on activities in which Allstate employees regularly participate—running, volleyball and softball. Fun runs opened the day, with more than 60 Allstate employees and members of their families participating on the Allstate complex grounds. Four separate age categories were designated for the event: under 15, 16 to 24, 25 to 34, and 35 years and older. Those under 15 ran one and a half miles and those over 15 ran three. Trophies were

Continued on following page



Hamburgers and other popular picnic refreshments were free to all participants.



Adoptable pets met children in the exhibit tent.



A troupe of professional actors and actresses entertained throughout the day.

awarded to the first- and second-place males and females in each category. A trophy was also awarded to the fastest male and female of all categories.

The next scheduled sports event of the day was a 32-team, single elimination volleyball tournament. Each team consisted of approximately 12 members. Competition between departments made this event especially exciting.

The third and most crowd-pleasing sports event of Family Day was the Allstate all-star women's and men's softball games. Approximately 750 employees are involved in the company's regular season league. At the season's end, all-stars are chosen from the men's and women's leagues to battle for the championship. The sports committee found Allstate Family Day a great opportunity to stage this annual event. Individual trophies were awarded to players on the winning teams in both the volleyball and softball competitions.

The displays tent drew visitors to exhibits that ranged from photography to automobile collections. Exhibitors came from Allstate and surrounding communities. Allstate's railroad club operated a group of miniature electric trains that pleased both children and their parents. Some were fascinated by award-winning photographs from a Chicago daily newspaper and energy-saving equipment developed by a local utility company. A 1931 Studebaker, the first car insured by Allstate, was displayed, and a live demonstration illustrated the life-saving quality of air bags. While the Chicago Heart Association gave free blood-pressure tests on one side of the tent, people were learning the latest disco steps on the other. The Learning Exchange, an organization whose members swap expertise in a variety of skills, taught Allstaters such varied arts as karate, juggling and dulcimer playing.

The crafts exhibition committee invited Allstate employees and outside artisans to display and sell their wares. Prior to Family Day, the committee attended a local Renaissance fair and invited exhibitors there to attend the Allstate event. They also placed ads in local newspapers. To reserve a 7-by-8-foot exhibit booth, employees were charged a $5 deposit while outsiders paid $10. Approximately 35 artisans, employees and outsiders alike, participated in the event. They sold handmade goods such as jewelry, paintings, textiles, macrame creations and wall hangings.

Other entertainment included the Free Street Theater, a group of Chicago area actors and actresses who performed short skits throughout the day. A jazz ensemble and Allstate's own choir performed for all those attending. Keeping the young in mind, the entertainment committee set aside a tent exclusively for children. Magicians, puppeteers, clowns and bands all performed to the youngsters' delight.

When the festivities had ended and the crowd had drifted home, it was clear that Allstate families had learned first-hand how their husbands, wives, fathers and mothers made their living—and had fun in the bargain. Allstaters themselves had given their families a little more understanding of the company and had learned more about their fellow workers as friends.

Susan R. Hink is Corporate Relations Representative for Allstate. The company's Family Day was organized and administered by Alan F. Benedeck, Manager of Community Relations for Allstate. Benedeck is a member of the NIRA Board of Directors, representing Region III.

HOW HIGH ARE YOUR EMPLOYEES E.Qs.?

(Economics Quotients)

COULD THEY ANSWER BASIC ECONOMIC QUESTIONS LIKE THESE?

True False

☐ ☐ **(1.)** Less than four per cent of the U.S. labor force are agricultural workers.

☐ ☐ **(2.)** Today, the U.S. ranks third in international trade.

☐ ☐ **(3.)** As productivity increases, our standard of living increases.

☐ ☐ **(4.)** When inflation occurs, each dollar we have buys more goods and services.

A recent national survey shows that many people would find these questions tough. In short, their Economics Quotients, their E.Qs, could probably stand improvement.

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United Nations Day at McDonnell Douglas

How one company turned a negotiated benefit into a festival of employee activities

with David Hall

McDonnell Douglas Corporation turned a negotiated benefit into a festival of management sponsored employee activities with its United Nations Day celebration. The aircraft manufacturer, headquartered in St. Louis, will mark its twenty-second annual UN Day this fall with more than thirty special activities in St. Louis and two California sites.

United Nations Day was born in contract negotiations with the International Association of Machinists in 1956. The union demanded and won an extra paid holiday. J.S. McDonnell, founder and Chairman of the Board, turned the concession into a public display of support for the United Nations by designating the body's founding date, October 24, as a paid holiday for all McDonnell Douglas employees. Later, the observance was moved to the Monday of the week in which the 24th falls, to guarantee a three-day weekend.

In the late 1960's, the corporation's recreation department was handed the responsibility for generating an annual celebration to mark the occasion. Under the supervision of Dave Hall, Administrator of Recreation, the event is a year's worth of family activities in one long weekend:

Archery—A three-day hunt at a nearby United States forest area

Basketball—A weekend tournament, the season kick-off for the employee league

Bicycling—A family cycle trip and picnic

Bowling—A weekend tournament

Duplicate Bridge—A weekend tournament

Camping—A weekend family camping trip to a campground within 200 miles of St. Louis. The McDonnell Douglas camping club, sponsor of the event, includes every variety of camper, from motorcoach travelers to tent campers.

Catalina Trip—For McDonnell Douglas employees in Long Beach and Huntington Beach California

Chess Tournament—A weekend event

Coin/Stamp Exhibit—A special annual event, the judged exhibit is displayed at a branch of the city's public library.

Disneyland Day—A family event for employees in California

Fishing Contests—Deep sea fishing trips for west coast employees; fresh water contests for St. Louis people



Gem and Mineral Exhibit—A judged exhibit, arranged by the gem and mineral club, displayed in a local church education building and open to the public

Golf Tournaments—The oldest of the UN Day events, the J.S. McDonnell Tournaments in Missouri and California award trophies to winners in both locations.

Home Movies Festival—Sponsored by the home movies club, features the best efforts of the club's members in the past year. Prizes are awarded for top entries. Nonmembers are welcome to attend.

Free Flight Model Airplane Meet—A UN Day contest, sponsored by the free flight airplane club, matches competitors in several classes of non-guided model planes.

Model UN General Assembly—A special event for St. Louis area high school students, the model UN chooses young people to represent all UN member nations. The students determine which current issues will come before the General Assembly and prepare position papers that are published in booklet form for all delegates. Representatives form their political blocks and argue the issues in a day-long session held at McDonnell Douglas facilities. Last year, the group banned nuclear weapons.

Motorcycle Camp-out—A three-day activity, sponsored by the employee motorcycle club. Members of the California club sponsor an enduro race in the Mohave Desert.

Photo Contest—Sponsored by the employee photo club, the contest awards prizes to outstanding entries. All entries are displayed in the recreation area.

Planetarium Tours—The McDonnell Planetarium, a gift to the city of St. Louis, opens its doors, free, to McDonnell Douglas employees on the Monday of UN weekend.

Queen Mary Tour—California employees are provided with discount tickets for tours of the *Queen Mary*, a famous luxury liner, now a Hyatt hotel, at Long Beach.

Racquetball Tournaments—Open to McDonnell Douglas employees and their families

Radio Contest—Sponsored by the ham radio club, the contest awards prizes to ham radio operators who contact the greatest number of UN member countries during the celebration weekend. The last contest winner contacted 34 individuals in 16 countries.

Railroad Trip—For the first time in 1979, the Railroad club sponsors a weekend rail trip from St. Louis to Dallas. The package includes an overnight stay in Dallas and tickets to a St. Louis Cardinals-Dallas Cowboys game.

Rifle/Pistol Tournaments—Competition for adults and juniors.

Run For Fun—Held for the second time in 1979, the 10-kilometer, 90-minute race is backed personally by Sandy McDonnell, President and Chief Executive Officer of the corporation. The younger McDonnell, nephew of the founder, is an evangelical runner. Six hundred people registered for the first run last year. Hall expects a 30% increase in registrations for 1979. The Run is duplicated on smaller scales at McDonnell Douglas sites throughout the United States.

Sailing Regattas—Sailing club members in California compete on the Pacific, their midwestern counterparts race on inland waters.

Scuba Dives—Sponsored by the employee scuba club, the dives are open to employees, their families and guests.

continued on following page



UN Day, continued

Skeet and Trap Tournaments—Competition is held at Winchester facilities.

Tennis Tournaments—In Missouri and California, McDonnell Douglas families compete in men's and women's singles and mixed doubles contests.

Volleyball Tournament—Offers over-the-net competition for employees and their families.

After twenty-two years, the UN Day generates its own publicity among McDonnell Douglas employees. The corporate newspaper, *Spirit*, publicizes the event in its September issue and follows up with extensive coverage after the event. The recreation office also utilizes bulletin boards and other traditional in-house media to publicize the celebration and its many activities.

This year, the corporation initiated a national advertising campaign during October, to publicize its support of the United Nations. The ads offer a pamphlet, free for the asking, on how to sponsor a United Nations Day celebration.

As a defense contractor, McDonnell Douglas has an obvious interest in international affairs. Founder J.S. McDonnell insists, regardless, on his personal conviction that the UN offers the only road to world peace. He has actively and personally promoted UN Days to other corporations and to I.W. Abel, President of the United Steel Workers.

Predictably, the strong pro-UN stance is not universally appreciated by McDonnell Douglas employees. Hall is aware that some employees object to the United Nations and/or their employer's vocal support of the assembly.

"Sure there's some resistance," said Hall before the 1979 celebration, "but it's mostly passive. Those people [who object] just take the paid holiday and don't participate in the activities."

A minority may bristle at UN Day, but that matters little to J.S. McDonnell, now 80 years old. "It is a personal crusade by Mr. Mac," said Hall. McDonnell applies his convictions to a second international celebration on April 4, the anniversary of the North Atlantic Treaty Organization (NATO). The recreation office responds with a limited round of special activities then, as well.

Regardless of its origin or its political overtones, however, United Nations Day at McDonnell Douglas has a tradition of success. For more information on the event and advice on starting a similar celebration at your organization, contact:

David Hall
Administrator of Recreation
McDonnell Douglas Corporation
Lambert Field Box 516
St. Louis, MO 63166
Phone (314) 232-2336

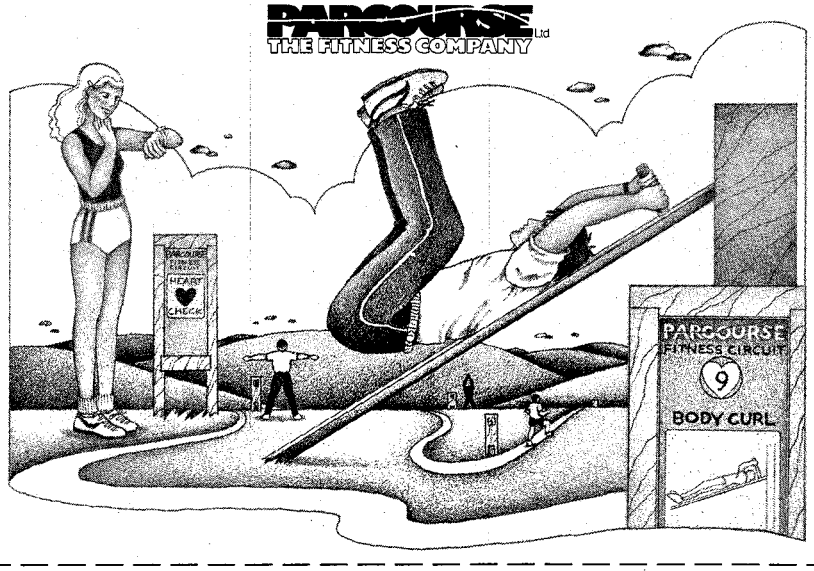
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IDEAS CLINIC



by
Melvin C. Byers, CIRA
NIRA Consultant

Q What are the generally accepted objectives of industrial recreation? I have been in this field for many years but never realized, until my manager asked me this question, that I had never seen our objectives defined. It would have helped me, and probably others in similar situations, to have an official set of objectives, endorsed by NIRA. Does the Association have such guidelines?

A The National Industrial Recreation Association has never adopted an official statement of objectives for all employee services and activities programs. I, for one, believe that we should. Despite the many differences in our programs, we all should work toward the same goals, using whatever programs are most effective under our unique individual circumstances. Although I cannot speak officially for the entire NIRA organization, I will pass along the fifteen objectives that I feel should guide employee programs. As a personnel manager, I never fulfilled all fifteen at one time; I do not know anyone who can honestly say he has. Nevertheless, they represent a standard toward which all serious professionals in our field should strive. Consider them as a total idea; the relative importance of each item will vary, depending on your employer's situation and resources.

Employee Program Objectives

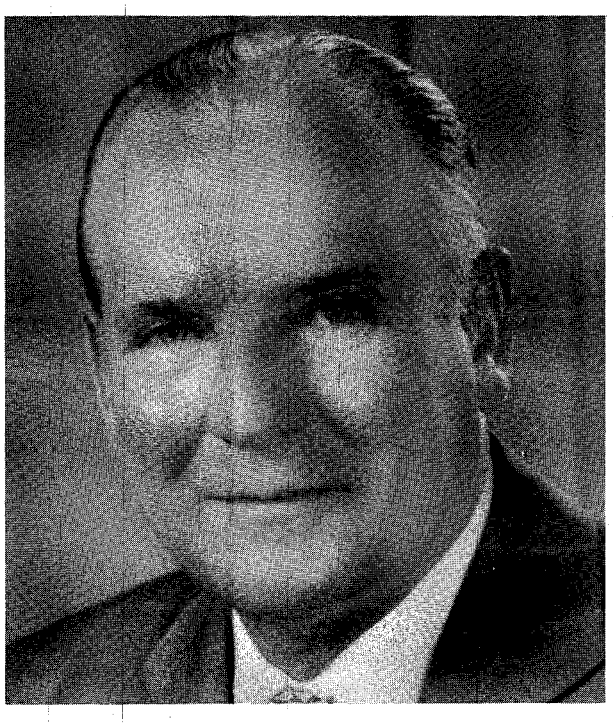
1. To develop and maintain a bond of friendship, respect and cooperation between all levels of the workforce
2. To develop a direct line of communications between management and employees
3. To improve and maintain the physical and mental health of employees
4. To reduce employee apathy, absenteeism and turnover
5. To discover and encourage leadership potential in employees
6. To provide services to employees and their families which, on an individual basis, would not be available and/or affordable
7. To promote continuing personal and professional education among employees
8. To foster good community relations through employee involvement and contributions
9. To provide an employee benefit that assists in the recruitment of selective employment applicants
10. To promote and publicize the company's concern for its employees, their communities and society as a whole
11. To assist employees in times of emergency and hardship
12. To encourage an understanding of the free enterprise system
13. To help prepare employees for retirement and to provide recreational services for retirees
14. To assist employees and their families in increasing their recreational opportunities
15. To provide equal access to benefits and services for all employees

These objectives are the *end* toward which we strive; our services and activities are the *means* we use. By meeting our objectives, we help solve many of the human relations problems that interfere with peak production. Your understanding of these objectives helps you put your program into corporate perspective. Publicizing and meeting them will help place your function among legitimate management techniques.

The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606—312/346-7575. rm

The Chairman of McLean Trucking supports employee recreation

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Paul P. Davis
Chairman of the Board
McLean Trucking Company

"Employee recreation is the kind of game everyone at McLean can play: drivers, dock workers, supervisors, mechanics, secretaries, and their families. There are company-sponsored recreational activities available for all.

"When our program was born back in the early 1950's, recreation was still thought of as a municipal responsibility. It was stored away when the weather turned cold and dusted off again each spring. Today, a McLean employee can bowl from September to mid-March, play golf through the summer in a company league, and add to this schedule with slow-pitch softball, basketball, bridge, table tennis, a fishing tournament, picnics, and a Christmas dinner-dance.

"In many unionized industries, employees have become polarized because of contract restrictions that tend to prohibit intermingling. McLean's recreation program acts to prevent this. In fact, interaction is encouraged. A winning foursome in a recent golf tournament included a long-haul driver, city driver, a supervisor, and a dock foreman. Last winter a bowling team included a terminal manager, a rate clerk, two city drivers, and a dock worker.

"This broad base of participation from all areas of the McLean work force, with its byproducts of good employee relations, and better morale and work attendance, has spurred complete management support of the entire program.

"No longer do we consider recreation a fringe benefit. It is the catalyst that produces healthy, vigorous, dedicated employees who are an asset to McLean and outstanding citizens in their communities."

From ***Top Management Speaks***

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NIRA CALENDAR

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill—(312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Janet Harris—(614) 421-6940, ext. 2951.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5938.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid—(713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 679-3600.

Northern California Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Jesse—(408) 446-7404.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

Toldeo Industrial Recreation and Employees Services Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

* * *

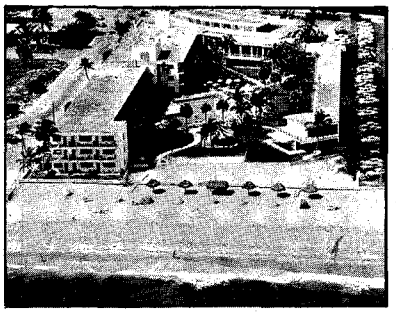
39th Annual NIRA Conference and Exhibit will be held May 15–20, 1980 at the Town and Country Hotel, San Diego, CA. To become involved as a Conference planner or to request delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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TO ORDER, CIRCLE THE NUMBER(S) OF THE SESSION(S) DESIRED BELOW:

NIRA-1 **PHYSICAL FITNESS-STATE OF THE UNION**
Richard Keelor, Ph.D. Director of Program Development, President's Council on Physical Fitness & Sports

NIRA-2 **WHAT NIRA CAN MEAN TO YOU**
Patrick Stinson, NIRA Executive Director, Stephen Waltz, CIRA (Cummins Engine Co.), NIRA Vice President of Tournaments and Services; Kenneth Wattenberger, CIRA (Lockheed California), NIRA Vice President of Membership

NIRA-3 **PHYSICAL FITNESS IS GOOD BUSINESS**
W. Brent Arnold, CIRA, Manager, Physical Fitness & Recreation (Xerox International Center for Training and Management Development)

NIRA-4 **PROFESSIONAL STAFF HELP-THE STUDENT INTERN**
Dr. Donald Bridgeman, Chairman Recreation Education Department, Springfield College; John Leslie, CIRA, Manager, Employee Recreation (3M Company); Dee Craig, Ph.D., Professor, State University at Brockport

NIRA-5 **PROMOTION & PUBLICITY FOR YOUR PROGRAMS**
Melvin Byers, CIRA, NIRA Consultant

NIRA-6 **HOW TO MAKE A PRESENTATION**
Larry Domonkos, Manager, Management Training, Xerox Corp.

NIRA-7 **INDUSTRIAL RECREATION IN CANADA-ITS PHILOSOPHY**
The Honorable Don Cameron, Minister, Recreation (Province of Nova Scotia)

NIRA-8 **PLANNING AHEAD-A DISCUSSION OF THE 1978 NIRREF SURVEY**
William DeCarlo, CIRA, Manager of Recreation Services (Xerox Corp.); Melvin Byers, CIRA, NIRA Consultant Martin Rogers, Ph.D., Professor, State University at Brockport; Donald Rith, Ph.D., Chairman, Recreation Education Department, State University at Brockport; David Groves, Ph.D., Associate Professor, State University at Brockport

NIRA-9 **SENTRY'S APPROACH TO WELLNESS**
Donald Johnson, M.D., Associate Medical Director, Sentry Insurance Co.

NIRA-10 **XEROX HEALTH MANAGEMENT PROGRAM**
James Post, Manager, Executive Physical Fitness, Xerox Corp.

NIRA-11 **FAMILY INVOLVEMENT IN YOUR PROGRAMS**
Gregory Demko, CIRA, U.S. Department of the Interior; Don O'Connor, Raytheon Co.

NIRA-12 **RELATING DRUG & ALCOHOL REHABILITATION TO RECREATION SERVICES**
Andrew Zadany, CIRA (Corning Glass Works); Stanko Rodic, M.D., (Xerox Corp.)

NIRA-13 **PROGRAMMING FOR AND UTILIZING RETIREES**
Gene Daul (Eastman Kodak); Chuck Bouchard (Raytheon Co.)

NIRA-14 **TRAVEL PROGRAMS-CURRENT INFORMATION**
Exhibitor Resources

NIRA-15 **RE-CREATION COUNSELING-THE PROFESSIONAL'S VIEWPOINT**
Jules Frank, Ph.D., Vice President, Organization - Development, Flick-Reedy Corp.

NIRA-16 **TRENDS & GROWTH IN WOMEN'S PROGRAMMING**
Shirley Bowen, Coordinator, Physical Education & Athletics, East Irondequoit School System; A. Jody Merriam, CIRA, Director, Oakland Industrial Recreation Association; Patricia Drum, Fitness Coordinator, Plaza Athletic Club, Rochester, NY

NIRA 17 **EMPLOYEE VOLUNTEERISM-BENEFITS & AVAILABILITY**
Kenneth Allen, Executive Director, National Center for Voluntary Action

NIRA-18 **INDUSTRIAL RECREATION IN MEXICO-ITS PHILOSOPHY**
Enrique Flores Mora, Recreation Manager, Dinamica, S.A.; Enrique Maldonado, Director of Fringe Benefits and Social Services, Accion Social Regiomontana, A.C.

NIRA-19 **STARTING FROM SCRATCH-FITNESS PROGRAMS ON A RUNNING SHOESTRING**
R. Keith Fogle, President, American Association of Fitness Directors in Business & Industry (Prudential Insurance Co.)

NIRA-20 **PLANNING A CAREER IN RECREATION MANAGEMENT**
Donald Bridgeman, Ph.D., Chairman, Recreation Education Department, Springfield College; Donald A. Fredericks, Employee Relations Manager, NAMD Division, Xerox Corp.

NIRA-21 **WHAT IS NEW IN RECREATION SERVICES**
Alan Benedeck (Allstate Insurance)

NIRA-22 **RE-CREATION COUNSELING-THE COMING PROFESSION**
Jules Frank, Ph.D., Vice President, Organization Development, Flick-Reedy Corp.

NIRA-23 **FUTURE OF INDUSTRIAL RECREATION**
Horace Becker, Vice President, Research and Development, Xerox Corp.

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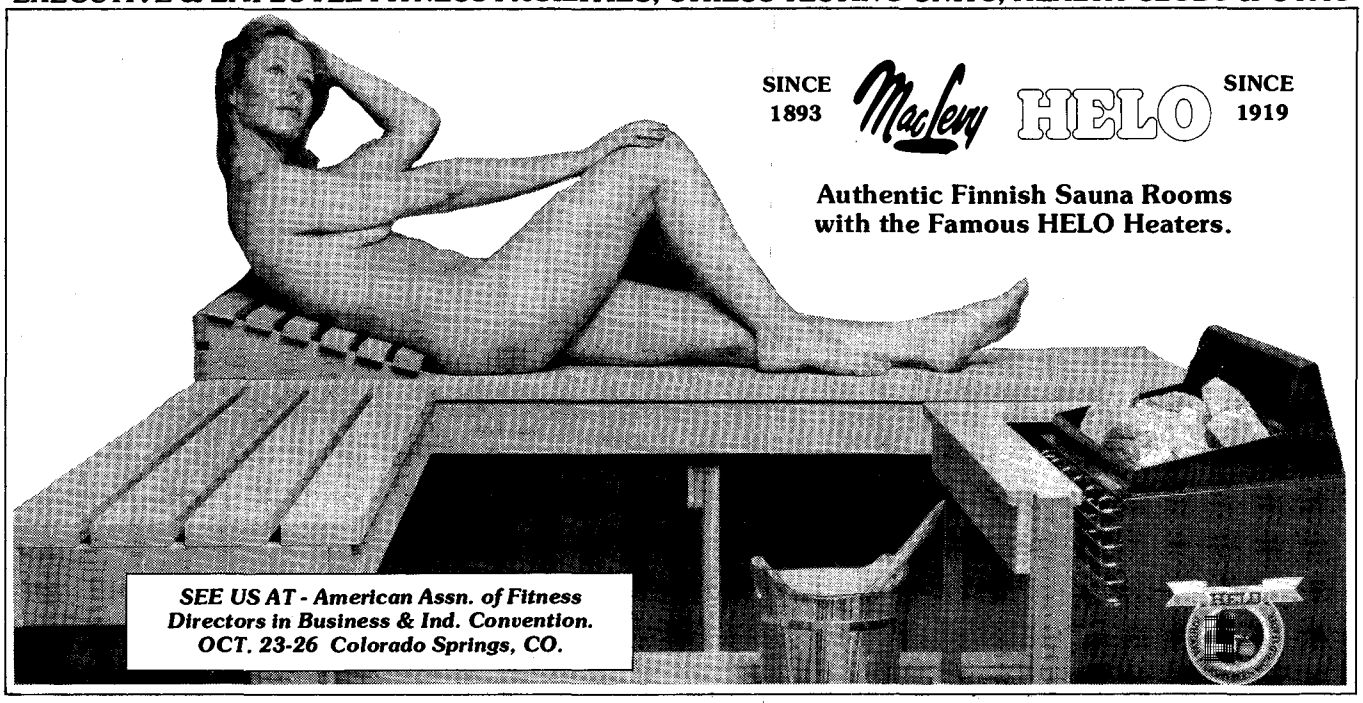
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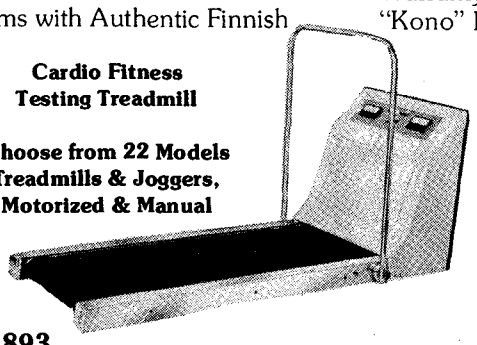
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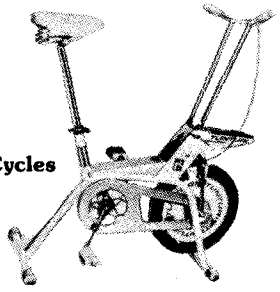
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RECREATION MANAGEMENT

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The National Industrial Recreation Association (NIRA) is a non-profit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Recreation Management* is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, return the reader service inquiry card in this issue.

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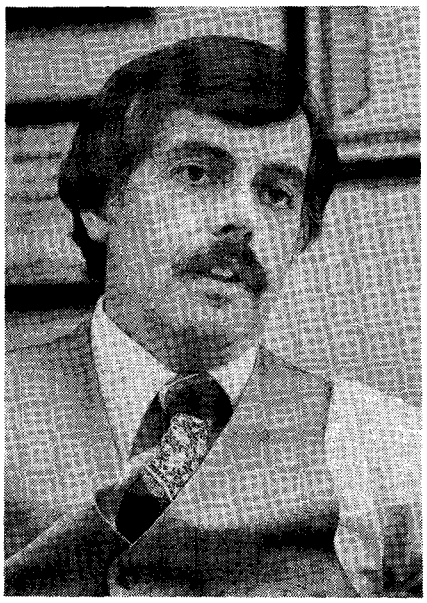
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The NIRA President would like a word with you

. . . about our supplier-supporters



Kirt T. Compton, CIRA
Eastman Kodak Company
1979–80 NIRA President

We are people-oriented. Our business is improving human relations in the workplace. We affect productivity and, hence, profits; but our attention is not always on the corporation's bottom line. We are concerned with how employees *feel* about the company. Sales people are concerned only with what employees are willing to buy and with activities in which they might be willing to participate. For this reason, they can help us see our employees and our Association as markets. And that, ironically, can help us provide better programs and strengthen NIRA.

When we talk to suppliers about the Association, we talk about the "NIRA market". We initiate a mercantile relationship by inviting suppliers of recreation goods and employee services to sell us something. That does not mean for a moment that we are selling out. Not only are we comfortable with a mercantile relationship, we thrive on it—so long as it is of benefit to the organization and its members.

What suppliers want from NIRA is access to our members. We are attractive to suppliers both as purchasing agents for employee programs and as "gatekeepers" for a market of millions of employees and their families. Suppliers cannot even approach you through NIRA until they have offered concrete support to the Association. There are a number of ways in which they can do this.

Reputable suppliers may join the Association, at an Associate member fee that is higher than even the largest organization member pays. That entry entitles them to membership directories, direct mail services, "Associate Profiles" in *RM,* and discounted rates for exhibit booths at the annual NIRA Conference and Exhibit. Suppliers may also choose to advertise in *RM* and to exhibit at regional conferences.

In all these enterprises, suppliers know that their investments are minor, compared with the opportunity to reach the NIRA market. They pay, in effect, for the chance to become member services. Suppliers make an investment, up front, with no guarantee of success.

Each of us, as part of the NIRA market, has a choice in at least some areas between our supplier-supporters and their competitors. Patronizing our Association's supporters is not a condition of membership, of course, even though support of the Association is prerequisite to their meeting you through NIRA.

You must evaluate any supplier's proposal carefully to determine whether it would be a real benefit for your employee group. All we ask—all our supplier-supporters bargain for when they join NIRA—is a hearing.

Take note of suppliers who advertise in *RM,* exhibit at NIRA Conferences and join NIRA as Associate members. When you consider new services and activities, check with NIRA to see if there are any supplier-supporters who could play a part. If so, include them in the bidding process and consider their support of NIRA when you make a final decision. Stand by your supplier-supporters and they will stand by our Association.

Kirt T. Compton



OPEN FORUM

NIRA by any other name

Should the National Industrial Recreation Association (NIRA) be renamed the Employee Services Management Association (ESMA)? When the choice comes before NIRA voters in a postal referendum next year, the merits of these specific alternatives, as well as the greater question of a change, will be well-known to *RM* readers. In the next several issues of *Recreation Management*, "Open Forum" will present letters to the editor on this important issue. We encourage all members and interested friends of NIRA to add their opinions to these. Responsibility for the selection of letters is the *RM* Editor's, with the advice and final approval of the NIRA Executive Director. Background information on the mechanics, costs and implications of a name change is available upon request from NIRA Headquarters.

Send letters on the NIRA name-change proposal to: Open Forum, *Recreation Management* Magazine, National Industrial Recreation Association, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606.

Fellow N.I.R.A. Members:

I have read several letters in this open forum from my constituents suggesting new names other than the "proposed new name" of ESMA. I, too, agree that our current name of NIRA does not fit our organization's needs today as it did in years past. However, the question at hand is not what *new name we should consider, but* if we want the name changed to ESMA.

I strongly urge you to defeat the name change, not necessarily to keep the name NIRA, but to give us the opportunity to "brainstorm" a better new name than the Employee Services Management Association.

Sincerely,

Tim Shroyer, CIRA
Supervisor
Recreation Activities
Delco Air Conditioning Division
General Motors Corporation

To "Open Forum":

The proposed name change from the National Industrial Recreation Association (NIRA) to Employee Services Management Association (ESMA) concerns me. Even though more industrial recreation organizations are becoming increasingly involved in areas other than recreation, I feel the name "Recreation" should be retained.

Most of our work centers around providing our employees with knowledge, skills, activities, etc. for more creative and worthwhile use of leisure time or recreation. Whether our programs involve physical fitness, special events, hobby clubs, retirement seminars, athletics or all of these, they center around this principle.

Perhaps the words "National" and "Industrial" should be eliminated since NIRA membership is international and comprised of corporations and companies other than industrial. But I feel the word "Recreation" should be retained.

In 1937 L. H. Weir wrote in his book, Europe at Play, *"Recreation is an intelligently ordered life [that] needs no excuse or reason for its existence." The same should be said of recreation within industry. When one really considers it, industrial recreation programs are the only "fringe" benefit that pays dividends back to the company that supports it. Does the company medical plan provide the employee with better health than a physical fitness program? Does membership in the Credit Union develop a better esprit de corps among the employees than playing on an athletic team?*

Perhaps a more descriptive name is appropriate but not one that deletes "Recreation". Maybe we should concentrate more of our resources on educating management associations, industrial relations organizations and the designers of university curricula in business administration on the place and value of recreation within company life.

Very truly yours,
Bob Pindroh, CIRA
Athletic Director
Lockheed Employees' Recreation Club

* * *

To "Open Forum":

I believe that we should undergo a name change from National Industrial Recreation Association to Employee Services Management Association because ESMA would more appropriately describe the scope of our organization and its members.

Why? Many member or prospective-member companies may not be fortunate enough to have recreation programs/facilities but do, in fact, provide a broad range of employee services and programs which are not physical fitness or sports oriented. For most, providing employee services is the first step, with recreation being the second.

However, when recreation programs and facilities are made available to employees, it definitely is an employee service, thus indicating that recreation is a *type* of employee service. We don't want our name to indicate that we are interested only in industrial recreation.

As to whether the word "management" should appear in our new name, Webster defines "management" as "the executive function of planning, organizing, coordinating, directing, controlling, and supervising any industrial or business project or activity with responsibility for results." Isn't this what we all do in our field, whether it be managing a personnel department or recreation facility, organizing employee activities, or simply heading a committee or club? The word "management" in our name would indicate the level of professionalism and leadership we all strive to maintain.

Recreation is a very vital part of employee services programs, and recognition of its value is certainly growing. But let's not limit ourselves to industrial recreation by virtue of our name but rather broaden our scope to include *all* employee services.

Nancy S. Gansmiller
Employee Services Coordinator
The DeVilbiss Company

* * *

To "Open Forum":

I am much disturbed about the new suggested name change to "Employee Services Management Association". I'm aware that the organization is now composed of many members who wear hats other than just recreation. However, when the organization was founded many years ago its prime responsibility was "Industrial Recreation". I hope that responsibility never changes. To better and help other services in a company is just fine but should be secondary to our prime responsibility, "Industrial Recreation".

How can we name an organization like ours per the suggested new name? I see nothing in the new name that lets people know that we are primarily a recreation organization. How about getting the words "recreation and employee activities" in the new title? I realize you can't make the title too long, but we surely can juggle words around to make sure we don't lose our primary identity.

Sincerely,
Charles "Chuck" Bloedorn, CIRA
Recreation Director (Retired)
The Goodyear Tire & Rubber Company

continued on following page

To "Open Forum":

With all the confusion, indecision, cost and education needed to change the name of NIRA, I personally feel we should retain "National Industrial Recreation Association" and, in obvious print, add the following or a similar statement: "Organized to assist our members in developing a healthier and more productive human resource and to promote cooperation and understanding between all members".

There are several words in the present title that may or may not reflect the true concept of our objectives. Let's take one word at a time:

1. NATIONAL—*This really infers one nation but technically does not limit it to the U.S.A. If we were to use the word AMERICAS, it could infer great magnitude and would include both Mexico, Canada and any other country on our continent. (Our members from Saudi Arabia are actually companies from the U.S.A.).*

   However, my recommendation would be to keep the word "National" and allow our members from Canada and Mexico to identify their countries as follows: National Industrial Recreation Association-Canada, or, NIRA-Mexico, etc. I would recommend, further, that we not attempt to organize beyond our continent.

2. INDUSTRIAL—*Many of our companies do not fall in the normal classification of industry. Among them are government agencies and banking institutions. What we have in common is EMPLOYEES. Our real purpose is to promote a healthier, happier and more efficient work force for our companies and our country. When we are talking about employees, should we use classier terminology, such as "Human resources"?*

   It is my personal opinion that we should retain "Industrial" in the name, as it connotes management involvement without sticking the word "management" in the employees' ears. Remember, many of our members are actually employee organizations. If we were to use "Employee" in the name it may suggest an employee association and that would not be acceptable, either.

3. RECREATION—*There are some opponents to this word but, in my book, it explains our purpose the best. We are endeavoring to develop more complete persons by offering them opportunities to make good, wholesome use of their leisure time. An active mind and body during off-work hours offers each person a chance to fulfill all of the desires of living. Possibly, with some of our members expanding into other employee services, we should* include *these two words. May I reemphasize,* add EMPLOYEES SERVICES *and retain* RECREATION *in our name.*

4. ASSOCIATION—*There doesn't seem to be much quarrel with this word but to add to the confusion, why not consider* FEDERATION?–*"a union of organizations". Is it our objective to bring persons who have other responsibilities into our organization? For instance, some of our companies separate employee services from the recreation organization and create two complete and separate departments. Even so, "Association" is a more accepted word for our kind of organization.*

In summary, if we are to change the NIRA name, may I submit the following ideas:

AAESR—Americas Association for Employee Services and Recreation
ESRA—Employee Services and Recreation Association
NESRA—National Employees Services and Recreation Association
AAHRTD—Americas Association for Human Resource Total Development
HRLDA—Human Resources Leisure Development Association
AHRLO—Association for Human Resources Leisure Opportunities

We could go on and on; there must be hundreds of combinations. If there is a new name, I strongly recommend that we keep the word Recreation in it. I have been proud to have worked in the recreation profession for thirty-seven years.

Sincerely,
K.C. Wattenberger, CIRA
NIRA Vice President, Regional Management
Lockheed Employee's Recreation Club

* * *

To "Open Forum":

Any national organization's logo/title should clearly expose its total meaningful purpose at first glance for persons shouldering pride in years of membership.

If there is to be a postal vote on title change preferred, then I submit this title: Leisure Activities Service Incorporated (LASI). Reasons are: "Leisure" is freedom provided by the cessation of activities. "Activities" are pursuits in which a person is active whether supervised or not. "Service" is the work or action performed by one who serves. "Incorporated" means to unite thoroughly with or work indistinguishably into something already existent. I believe I have substantiated "Leisure Activities Service Incorporated."

Sincerely,
Clarence C. Cross
Recreation Director
North Las Vegas, Nevada

To "Open Forum":

NIRA's success is really dependent on an enthusiastic membership involvement and professional staff expertise, not on its name. If a change occurs, however, there are three words that might be considered in our profession that are germane to the issue:

RECREATION: *The main thrust of our mission which almost every employee, technician, supervisor, or volunteer can align with.*

MANAGEMENT: *The key word in our total function! We are, in fact, all managers of some facet of our work: people, dollars, publicity, activities, programs, etc.*

and finally—

ASSOCIATION: *The common bond that brings all of us together in the successful pursuit of our respective goals.*

If a name change is to occur, it should be simple, meaningful, but effective. Consider RECREATION MANAGEMENT ASSOCIATION."

Sincerely,

John G. Tutko, CIRA
Chief Morale, Welfare and Recreation
Headquarters, United States Air Force

* * *

To "Open Forum":

It is our feeling that the name Employees Services Management Association does not adequately represent the purpose and goals of the National Industrial Recreation Association.

The organization is now international, so the name should reflect that. "Services" is a very broad term. If "Recreation" was added to the title it would better define the organization.

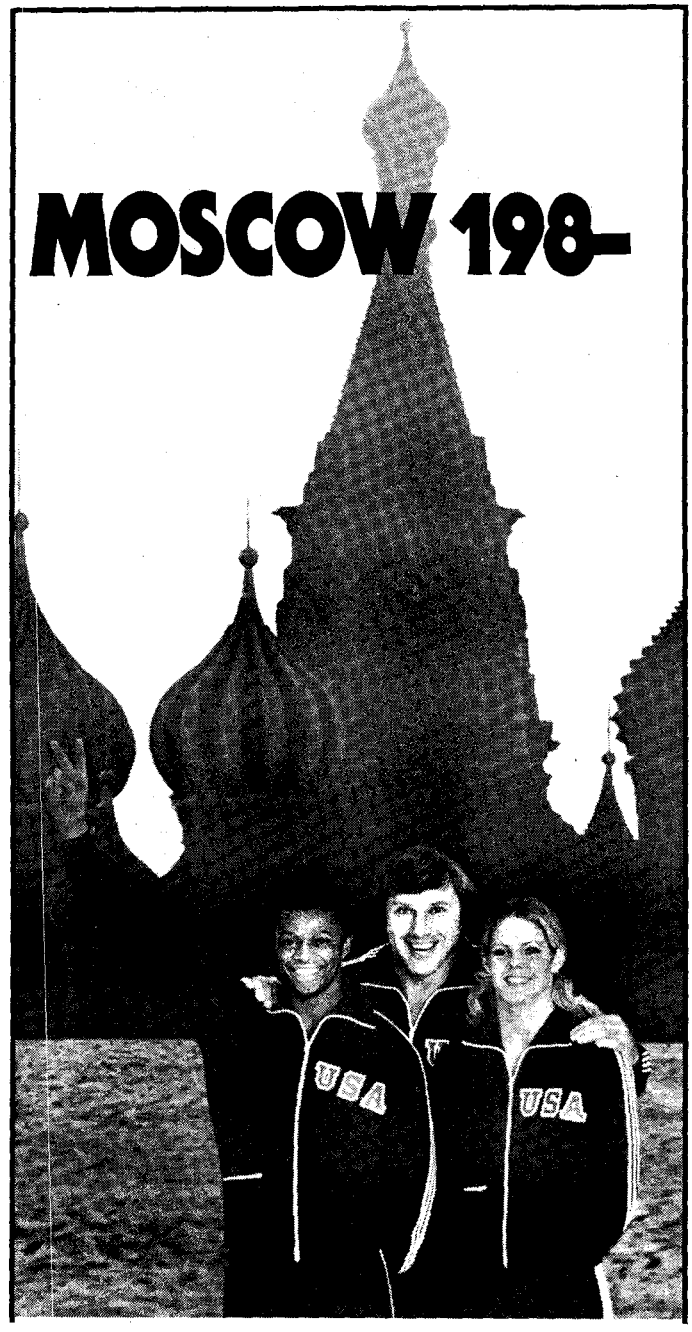
We do not disagree with the NIRA Board of Directors' opinion that those who are responsible for employee programming in fact "Manage". However, employees who are not in company management may misconstrue the term to mean it is not an organization that applies to them. The organization serves all employees. It is not necessarily under the control of the company management. In fact, although management support is vital, in many organizations the Recreation and Services programs are "managed" by hourly paid employees. The word "Management" does not really seem necessary for our purpose.

The name International Employee Recreation and Services Association would seem to be one that would more adequately identify our organization.

Sincerely,

Harry Winn
President
Solar Employees Recreation Association
Jill Tippin
Recreation Director
Solar Employees Recreation Association

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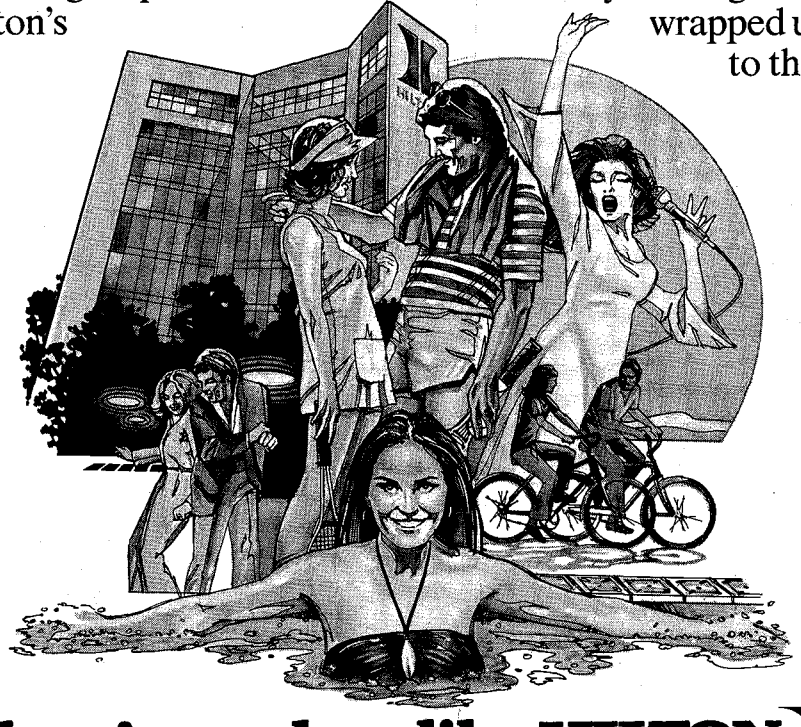
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John T. Fey
Chairman of the Board
The Equitable Life Assurance Society of the United States

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"Varied recreational outlets for both young and older employees provide a unique unifying bond with The Equitable workplace. The satisfaction and recognition derived from participation in diverse recreational activities give a tremedous boost to personnel morale and can contribute importantly to an individual employee's own personal sense of development, particularly within the framework of his job growth. Recreation activities for and by employees also can create a genuine spirit of democratic participation that is to be welcomed and encouraged in a modern corporate environment.

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From ***Top Management Speaks***

Check the publications order form,

Employee-built facilities at General Dynamics Convair

with Ray Mendoza, CIRA

At General Dynamics Convair, employee volunteers built the recreation program—literally. An impressive array of indoor and outdoor recreation facilities was planned and built by regular hourly and salaried employees who donated their expertise and labor. Their work ranges from camping and picnic grounds to a large, multi-use recreation center.

According to Convair's Ray Mendoza, financial savings were not the first consideration in choosing to build facilities with volunteer workers.

"Management figured that if employees were willing to give of their own time and effort they would be more likely to appreciate the facilities," said Mendoza recently. "And it's true. The guy who put in barbeque pits at the picnic area is much more likely to bring his family to use them. That's true of all the people who worked on these facilities."

Mendoza has been Manager of Labor Relations and Employment at Convair for seven years. He was Supervisor of Recreation during the period when much of the facilities construction took place. Gerry Starkey is the current Supervisor.

Convair's employee recreation story began thirty years ago, when many west coast aircraft companies originated leisure programs for their employees. In the late 1940's, Consolidated Aircraft Company in San Diego earmarked in-plant vending commissions for the support of the employee club. The recreation function was incorporated as an employee association, with an appointed governing board of employee-commissioners. Its first substantial venture into facilities came shortly thereafter when it leased land from San Diego County for development as a gun club. The group purchased an old church and converted it into a recreation hall. Quonset huts became a sports car shop, a rock hounds' lab and a boat builders' garage. In 1956, the association purchased a parcel of land twenty miles from the plant site and developed it as a picnic area they named Pecan Park. Employee volunteers built barbecue pits, an informal softball diamond, a 20 × 20 foot concession stand and a home for a resident caretaker.

In 1957, as the space race intensified, General Dynamics won a government contract to build the Atlas Missile. The company formed a new Astronautics division, headquartered in San Diego, to handle the job. The 30,000 Astronautics employees soon had their own recreation club, separate from the original Consolidated group. Not to be outdone, the Astronautics employees undertook an even more ambitious facilities project: Missile Park.

The Missile Park facilities were approved for construction on land owned by Astronautics. Engineering employees developed and blueprinted plans for the facility. Mendoza supervised materials purchasing, with the use of vending machine commissions.

The planned recreation site was divided into one-acre plots for "sale" to company departments. The recreation association approached department managers and convinced them to "buy" the plots, thereby accepting responsibility for construction of the facilities that came within their boundaries. Managers, in turn, became volunteer recruiters, soliciting employees, from engineers to maintenance workers, to roll up their sleeves for the department's share of the recreation construction.

"They did a good job," recalled Mendoza, who was Supervisor of Recreation at the time. "They came out to dig ditches and lay pipe, right alongside the employees."

Knowledgable specialists in each department headed the project. Structural and mechanical engineers supervised construction, according to the master plan. Other employees, some of them skilled home remodelers, offered important insight into each project.

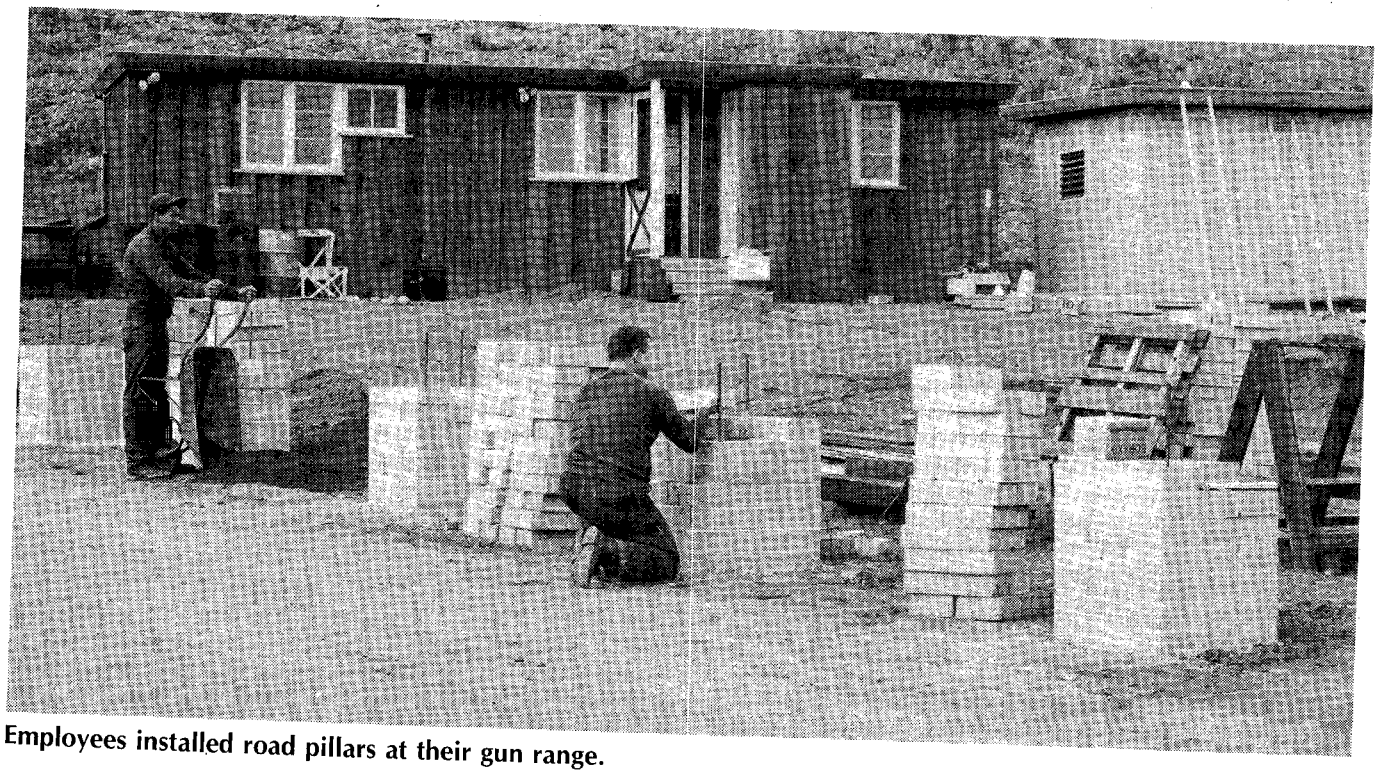
"Key people were very well versed in carpentry and plumbing," said Mendoza. "Everyone has at least poured a patio or done some basic work of that kind. By hook or crook, we got it done."

Missile Park volunteers constructed picnic facilities, a ball park, and a large, multi-use clubhouse. At crucial stages, the project required the contributions of skilled

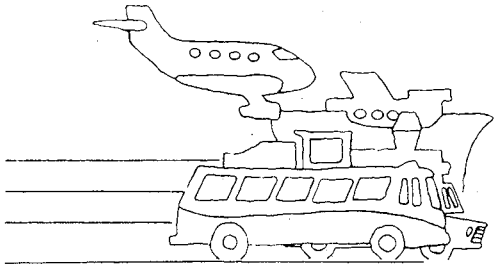
Continued on page 14



Volunteers built the Convair Recreation Association Clubhouse.



Employees installed road pillars at their gun range.



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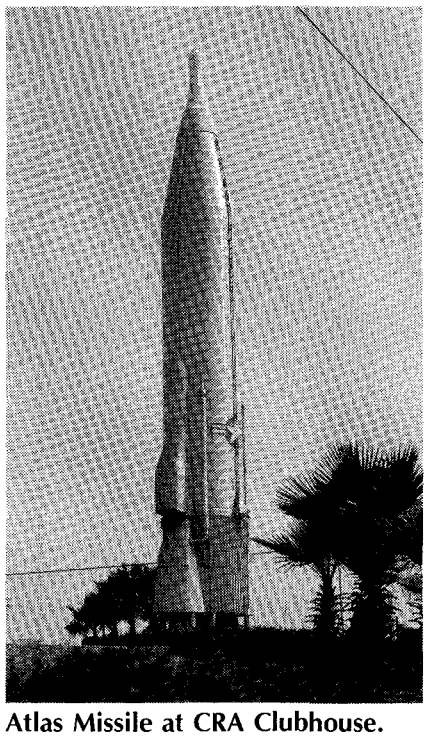
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Atlas Missile at CRA Clubhouse.

Employee-built facilities, continued

professional construction workers. The recreation association hired carpenters and subcontracted some plastering and electrical work.

After the clubhouse was completed in 1964, the group built an adjacent "Western Town", also with volunteer labor. Employees built a working train that transported visitors around Park grounds and stopped in the employee-built depot. Rockhounds and other club members built meeting and activity rooms along a western-style street.

Volunteer construction workers carried home a series of honors for their work. Every twenty hours of work earned an employee a commemorative ashtray. After sixty hours, the volunteer got a desk set with an engraved nameplate. A member of the Hundred Hours Club received a jacket bearing the shield emblem of the Astronautics Recreation Association. Awards presentations became regular plant celebrations, with top management representatives on hand.

As the Missile Park facilities were completed, the employee association at Consolidated bought sixty acres of land, an hour's drive into the mountains outside San Diego. The group contracted the necessary road construction and electrical work to finish Pinecrest Park for recreational vehicle camping.

In 1965, Consolidated Aircraft Company and the Astronautics Division of General Dynamics combined to form General Dynamics Convair. The two employee recreation associations, with their various facilities, merged to form the present Convair Recreation Association (CRA). In 1969, the new CRA sold the Pecan Park picnic area to finance improvements in the Pinecrest RV facility that included a 25-meter pool, lockers, showers and an office. With the completion of that project, the CRA held its three present recreational facilities, each with a different history and status. The Gun Club, with facilities built by employee volunteers, stands on property leased from San Diego County. Pinecrest Park, on CRA-owned land, was developed primarily by professionals. Missile Park, a diverse indoor/outdoor recreation and fitness facility, was built by employees on land owned by General Dynamics Convair.

Until recently, CRA emphasized the pride it felt in its employee-built facilities, In the last year, however, the Association has turned its attention away from the past and toward present and future programs.

Said Mendoza, "There are younger employees here who really aren't aware of the history of this thing. But there are lots of people who still remember. The other day, in fact, I met a man who worked here twenty years ago. He talked about the facility he helped build. He's still proud of the work he did. And so are we." rm

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SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

IDEAS CLINIC



by
Melvin C. Byers, CIRA
NIRA Consultant

Q My management is concerned about the number of activities bulletins and desk-to-desk notices we distribute for our employees association. The cost of reproduction and distribution has them considering eliminating this service. What alternatives are there to accomplish the same excellent results we now obtain by this medium?

A I encourage you to stand by your publicity system if it does, indeed, achieve excellent results. Cutting back on publicity is a sure way to cut back on participation and, hence, on your program's effectiveness.

One of management's most neglected interests is developing means to communicate with employees. The curtailment or neglect of good communications breeds misunderstandings, uncontrolled rumors and a decline in employee interest in the company. Employee activities are to a company's internal communications effort what sports, society and advertising sections are to a community newspaper. They are the people-news. Without them, a significant proportion of your readers will lose interest in other management communications. When management loses the ear of employees, business is in big trouble.

The cost of maintaining an effective employee activities program must assume the necessary expenses of adequate publicity. If a product is not promoted, it usually is not purchased. Of course, an overabundance of correspondence also reduces the attention given any one message. A limit must be placed on the number distributed at any one time or in any one week. One distribution piece may easily carry two or more announcements, reducing paper flow, reproduction costs, and, often, preparation costs.

Eliminating publicity flyers may increase the hidden, but real, costs of maintaining your program. Consider the "underground" means that some employee groups must use to communicate. What is the cost of time taken away from the job by employees who recruit other employees for activity programs? Usually, this becomes a greater cost than printed promotion pieces would have been. I would suggest that considerable thought be given to your entire promotional program before any quick decisions are made.

Other than a person-to-person sales approach or direct mail to employees' homes, there is no medium that is as effective as regular printed bulletins. The only good alternatives would be public address announcements and, possibly, a weekly newsletter. If bulletin boards are properly posted and revised weekly, their information should reach 75% of your people. Such postings, however, are not as effective as giving people notices that they can take home. Unless your company newsletter or newspaper is distributed frequently, preferably weekly, this medium also loses its effectiveness between issues.

Some companies publicize activities via a recorded message on a special inter-company phone number. Each day, the recording is changed to update announcements about company and employee activities. This system demands that employees make an effort to contact the "hot line." Usually, no more than a couple of employees can get the message at any one time.

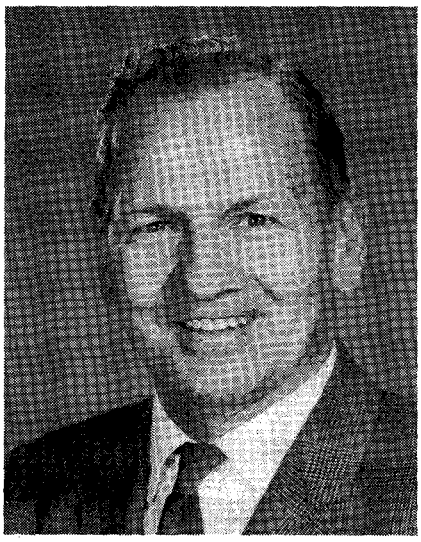
There are myriad ways to publicize specific activities and events. But for overall effectiveness, you need a regular, frequent, printed publicity piece. Do not relinquish an effective method if you can avoid doing so. Redesign your distribution system so that it interferes minimally with company work routines. You may want to consider making your bulletins payroll stuffers. Consolidating your notices into weekly bulletins may also help relieve the pressure you feel from management.

Making your bulletins regularly anticipated publications will help your cause in several ways. First, it will create a predictable source of information on the employee program. Employees at every level will anticipate your bulletin and make their plans accordingly. Secondly, such a regular employee service will become an assumed employee benefit. Once employees learn to depend on it, to take it for granted, management will be able to discontinue it only at the cost of seeming to take something away from employees, rather than from you. Thirdly, having to meet weekly publicity deadlines will help you plan your programs more effectively and manage your schedule more efficiently.

Your management's concern with the cost of publicity may actually prove to be the spur that brings a better publicity program. Give it some thought. And let us know how it turns out.

The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606—312/346-7575. rm

NAMES IN THE NEWS



NIRA grieves the death of **George Grigor, CIRA,** Supervisor of Recreation for Kodak Canada, Ltd. He died suddenly in his Toronto home in early October. He was a member of the NIRA Board of Directors, representing Region VIII-Canada.

Grigor held a B.S. in Industrial Chemistry; but had devoted nearly thirty years to municipal and industrial recreation. He played professional hockey for the Chicago Black Hawks and the Baltimore Orioles, United States Amateur Hockey championship team.

As Supervisor of Recreation at Kodak Canada, Grigor headed one of the finest employee programs in North America. He served several terms on the NIRA Board and remained active in his career and the Association through the final days of his life.

* * *

Kenneth L. Kahrs has been named Senior Recreation Administrator of the Lockheed Employees' Recreation Association (LERA). He assumed his new position in August 1979.

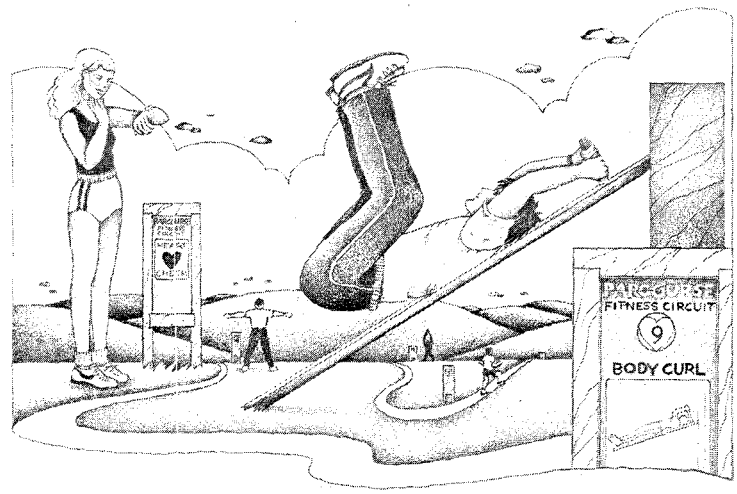
Kahrs comes to LERA after four years as Assistant Executive Director of the Cerebral Palsy Center for the Bay Area, Oakland, California. He has also worked with the National Park Service and the Oakland Parks and Recreation Department.

Kahrs holds an M.S. in Recreation and Parks Management from the University of Oregon and a B.S. in Recreation Administration from California State University at Hayward.

* * *

Frank Havlicek, CIRA, Corporate Manager of Recreation for Motorola, Inc., noted recently that two Motorolans who helped significantly in the preparation of Motorola's prize-winning *Recreational Manual* were not mentioned in a recent *RM* story on the book ("Program assistance for branch plants", *RM*, Sept. 1979, pp. 13–15). Havlicek has noted with gratitude the contributions of **Chuck Rost** and **Chuck Placek** to the *Manual*. rm

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Parcourse Fitness Circuit, the hottest exercise phenomenon since jogging, is shaping up America with astounding success. This innovative European idea was first developed to medically sound perfection in the United States by Parcourse, Ltd.

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The National Industrial Recreation is known by the companies it keeps — year after year. Over 2,200 company members represent NIRA, which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation — just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

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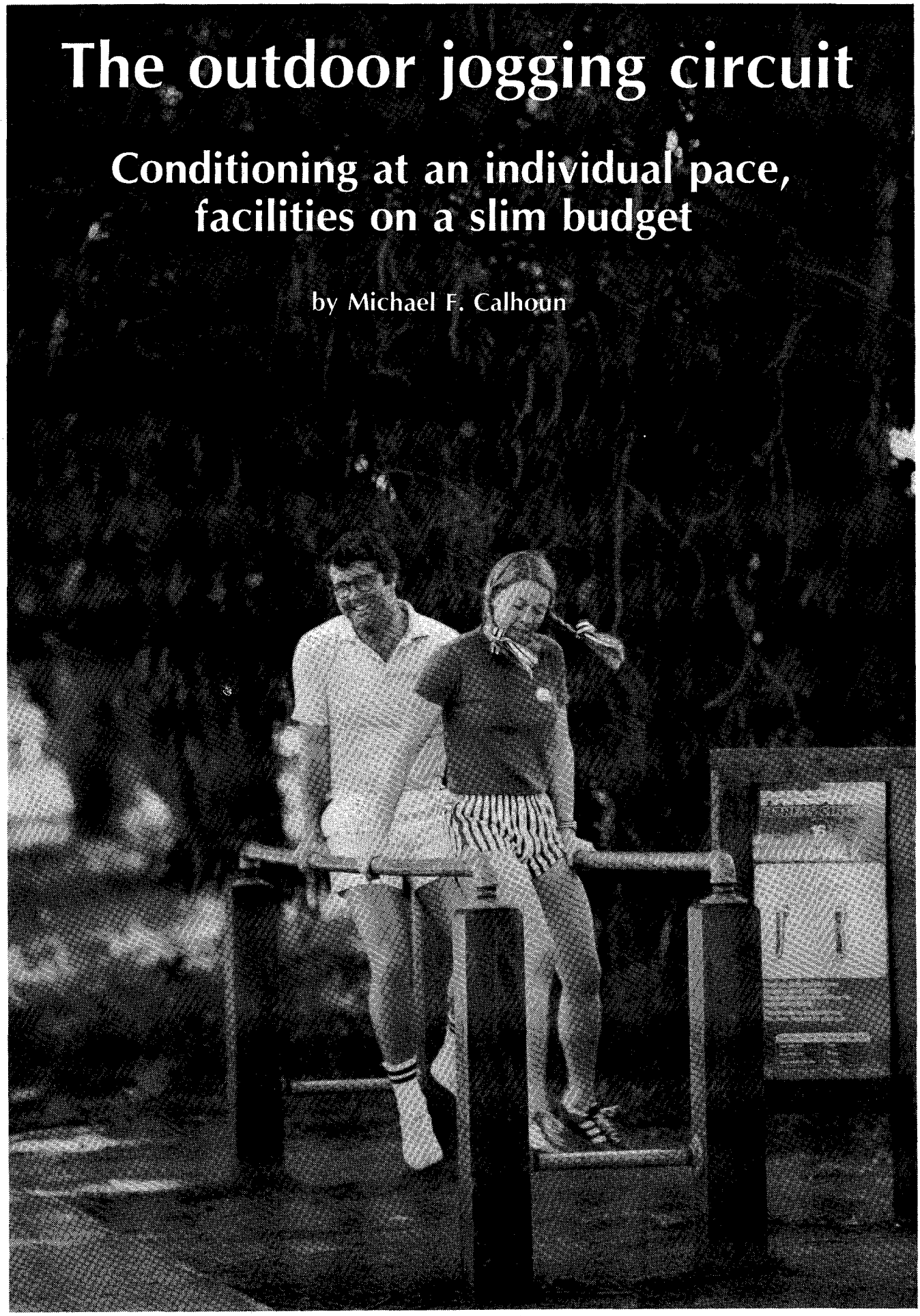


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The outdoor jogging circuit

Conditioning at an individual pace, facilities on a slim budget

by Michael F. Calhoun



Some people call it a step beyond running. It is an idea that started in Europe and has since spread to all fifty states in the U.S. Millions of people nationwide can be seen hopping, vaulting and jumping in parks across the country. They are participating in the hottest exercise phenomenon since jogging. Whether it is called a fitness circuit, exercise trail or jogging circuit, this new kind of fitness facility is springing up throughout the United States just as tennis courts did a few years ago.

The concept is simple. Each circuit consists of a series of exercise stations that are spaced throughout a park or a school setting. Each station includes a sign that pictures and discribes the exercise to be performed beside some kind of exercise apparatus. Numbered in sequence, the signs lead the participant through a complete fitness routine.

First popularized in Europe, exercise circuits became especially popular in Switzerland. Sponsored by the Vita Life Insurance Company, the *Vita Parcours,* as it was known, became a way of life for the Swiss people. Hundreds of courses were built and can be found today in communities throughout the country.

The concept was introduced to the United States in 1973 by businessman Peter Stocker. He had been traveling in Switzerland with his family and had discovered jogging circuits wherever he went. Fascinated by the concept, Stocker felt that Americans would love the idea, too. He developed and built the first course in Mountain Lake Park in San Francisco and called it the Parcourse circuit. It became as popular as the courses he had seen in Europe. Since then, hundreds of jogging circuits have been built throughout the United States.

In the six years since it was introduced in the U.S., the Parcourse circuit has gone through three generations of design modification and today only faintly resembles its European cousin. The greatest change has been in the increased medical soundness of the program. The Parcourse circuit now includes what medical research has found to be the three essential elements of a complete fitness program: stretching, strengthening and cardiovascular conditioning.

The first part of the course is designed to prepare the body for more vigorous exercise. This period of warming up and stretching is a key element in any exercise program because our sedentary lifestyles tend to give us tight muscles. The first four stations of a good course prepare the body for the more demanding exercises to come.

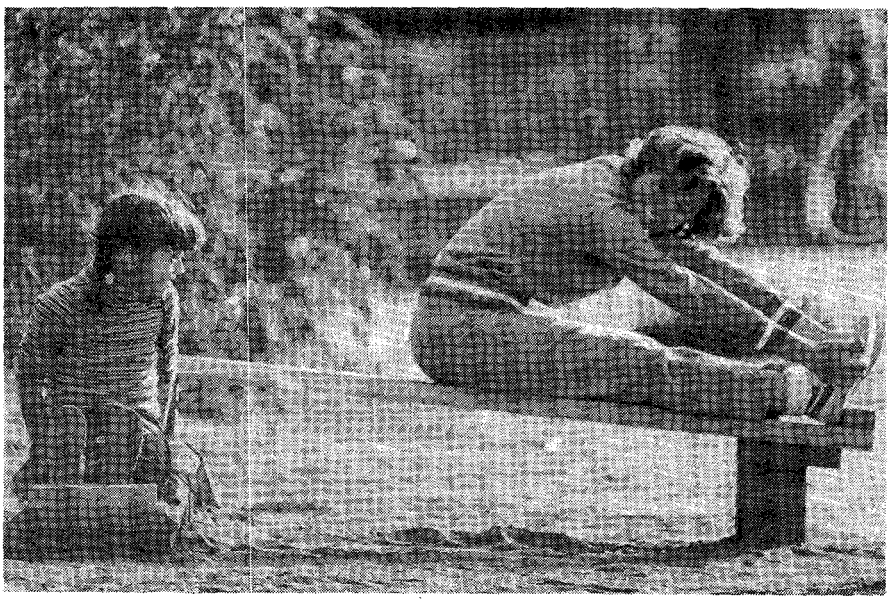
Stations in the middle portion of the circuit are for strengthening and toning the major muscle groups. Each apparatus is designed to work on a specific area of the body. The activities are placed in a sequence of increasing difficulty. The last few exercise stations concentrate on stretching and cooling the body.

The cardiovascular conditioning portion of the program comes as a result of running or walking between stations. Most Parcourse circuits include a heart check system that educates the participant about the con-

Continued on following page



Stations on a jogging circuit provide instructions and diagrams for prescribed exercises.



People of all ages and fitness levels can use the same jogging circuit, each at his/her own pace.

cept of pulse-rated exercise. Using tables provided on the Parcourse start sign, participants measure their pulses at designated "heart check" points throughout the course. Their individual heart rates become the speedometers they use to determine the correct running/walking pace for their individual fitness levels.

Fitness is a subject very few people were ever taught in school. As a result, there are many misconceptions about it. One of the main reasons for the popularity of jogging circuits is that they take the mystery and confusion out of the conditioning process. The circuit communicates to each participant and coaches him/her on what to do and how intensely to do it.

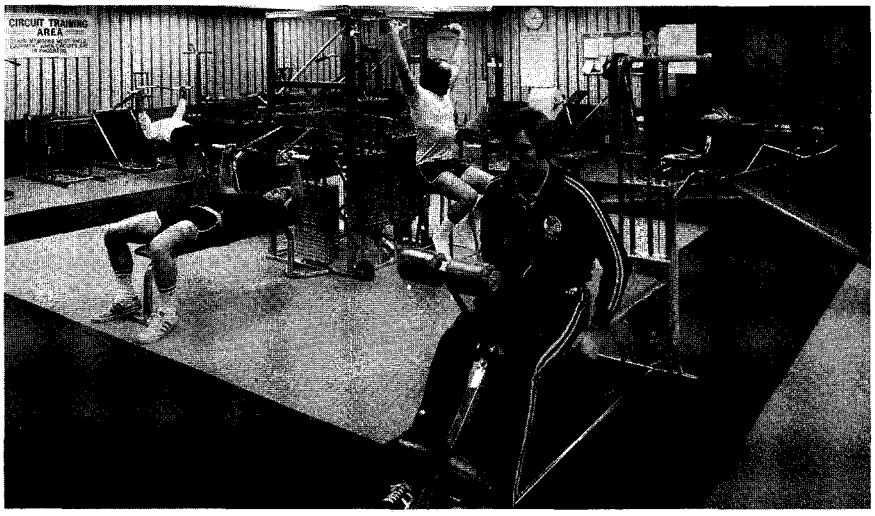
The Parcourse appeal cuts across all levels of ability and conditioning. Beginners and superjocks alike find their own kind of challenge on the circuit. Each exercise is divided into three categories or *pars:* starting, sporting and championship. Participants choose their own levels and are always challenged to do better. For this reason, they are adaptable to the individual needs of men, women and children at virtually any fitness level.

Originally confined almost exclusively to public parks and schools, the Parcourse circuit has recently captured the interest of private institutions and corporations. Such companies as IBM, American Can, Allied Chemical, and Fireman's Fund have found Parcourse to be an ideal employee fitness facility. To answer the new nationwide interest in corporate fitness, it offers relatively inexpensive and highly flexible equipment. Even organizations that have elaborate fitness facilities have discovered that unless individual employees are motivated to use facilities, the investment in equipment shows very little return.

A jogging circuit solves the problem of motivation by taking the drudgery out of exercise and making workouts recreational. It is not necessary for participants to understand the scientific principles behind the Parcourse circuit. All they need to do is enjoy the course at least three times a week. Because they find it entertaining, people look forward to using it the next time.

Materials for a Parcourse jogging circuit cost less than $6,000. Installation time will vary from 160 to 200 worker-hours. For more information on jogging circuits, contact NIRA Headquarters.

Michael Calhoun is President of Parcourse, Ltd., the leading manufacturer of outdoor jogging circuits, headquartered in San Francisco. Parcourse, Ltd. is a NIRA Associate member.



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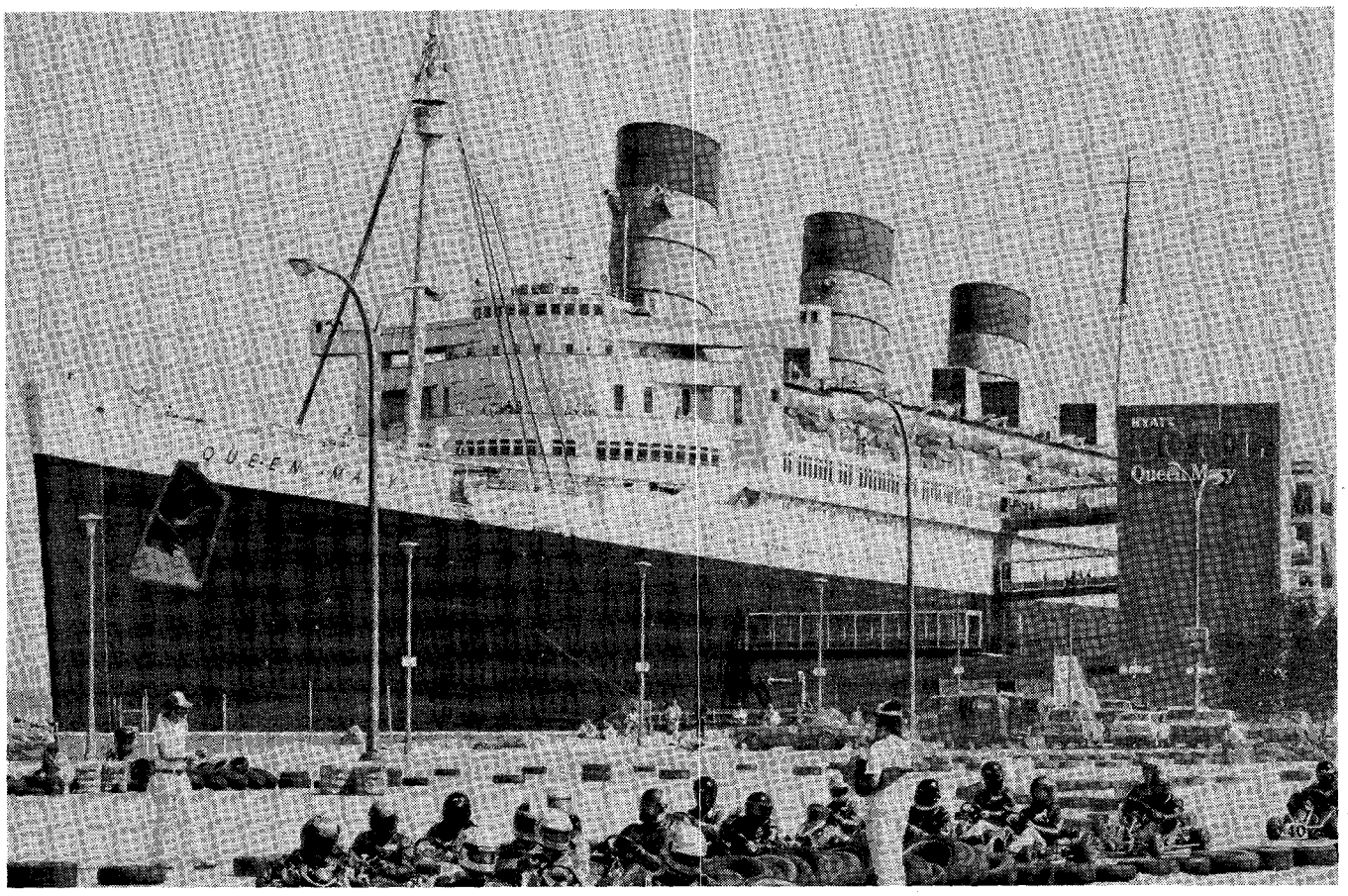
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Region VII Conference and Exhibit

"Passport to employee effectiveness



NIRA Region VII presented its 29th Annual Conference and Exhibit, September 20–23, 1979 aboard the *Queen Mary* in Long Beach, California. More than 200 people attended the event on the floating Hyatt hotel. NIRA Director **Phyllis Smith, CIRA** (Hughes Aircraft Co.) was Conference Chairman.

"Why did you decide to attend this Conference?" asked **Bob Pindroh, CIRA** (Lockheed Employees Recreation Association) of first-time delegates Thursday, September 20. "Were you one of several people chosen by your recreation association? Did your personnel department send you? Are you a new recreation director? Are you a municipal recreation administrator or an educator who is here to see how the industrial sector operates?"

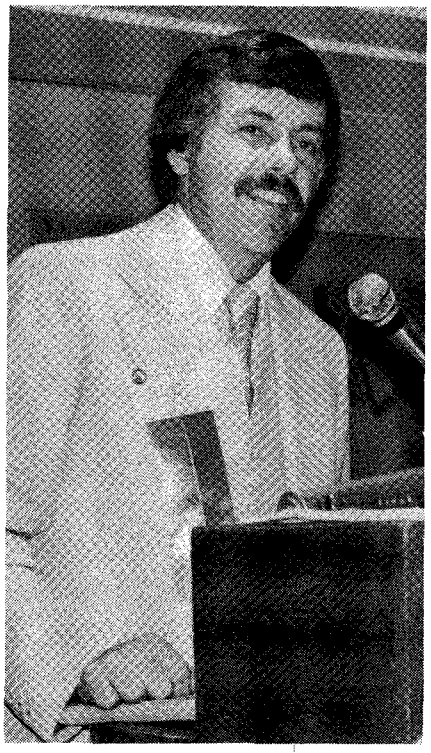
Whatever the reason that brought recreation directors to the meeting, Pindroh encouraged them to meet as many delegates and exhibitors as possible and to file prompt and complete reports to management when they returned.

NIRA Executive Director **Patrick Stinson** followed, with an outline of NIRA services for the benefit of those who were unfamiliar with the Association on a national level.

continued on following page



Conference Chairman Phyllis Smith



NIRA President Kirt Compton



Speaker Vic Knight

NIRA President **Kirt Compton, CIRA** (Eastman Kodak) flew to the west coast meeting from Rochester, New York. He welcomed first-timers with a new perspective on the NIRA name.

"*N*," he said, "is for *neighbors*. Meet people during the Conference. I have used the help I got at these Conferences and I am sure you can, too."

"*I*," he continued, "stands for *interest* and *involvement*. My company expects me to return with new ideas. Yours does, too."

"*R*," said Compton, is for *resources*. What you learn here this weekend becomes a resource for the future."

"*A*," he concluded, "is for *action*. I set a goal every time I go to a Conference to take home one good idea. I challenge you to do the same. If you do, you will find the experience to have been worthwhile."

Compton continued his remarks at the Conference opening banquet, Thursday evening.

"Everything I have seen to this point," he told the westerners, "proves what I have heard about Region VII. You are well-prepared, you have a great program and a great conference ahead of you."

The exhibit hall opened Thursday evening with a reception for delegates and the first of several opportunities for delegates and exhibitors to meet and exchange programming ideas. Both groups attended the later opening banquet.

Delegates and exhibitors relaxed after dinner with tales of great moments in baseball recalled by **Red Patterson** of the California Angels.

Connie Smith (Long Beach Convention and Entertainment Center), Spouses Program Chairman, kept the spouses of delegates and exhibitors busy throughout the three-day Conference. Spouses were eligible to attend all regularly scheduled Conference functions. In addition, they took advantage of several special affairs programmed exclusively for them.

On Friday, spouses enjoyed a special breakfast aboard the *Queen Mary*. They toured the oil islands in Long Beach harbor, then lunched at Hoolihan's Restaurant at Marina Pacifica. A tour of the Rancho Los Alamitos historical site filled the afternoon. More special events followed on Saturday, beginning with a brunch at the Beverly Wilshire Hotel in Beverly Hills. The spouses enjoyed shopping in Beverly Hills, Saturday afternoon.

Friday, September 21 opened with a fitness run around the deck of the *Queen Mary*, led by former Region III Director **Susan Siwicki, CIRA** (Bankers Life and Casualty Company).

A large delegate turn-out for concurrent early morning sessions divided participants between two exceptional sessions. Most delegates heard Dave Kunst tell the amazing story of his walk around the world. The tale, repeated time and again throughout the remainder of the Conference, was an inspiring saga of danger and adventure for Kunst and his two brothers.

Members of the NIRA certification program heard Bernard Boomer, a recreation professional from the municipal arena, challenge all recreation directors to upgrade their professionalism and accomplishments before economic cutbacks eliminated their resources or their jobs. Boomer's remarks appear in this issue.

Friday morning continued with more concurrent sessions. "Industrial Recreation in Division Operations" polled the diverse impressions of **Bill Ranney** (Home Saving and Loan), **John Rotz** (Arizona Bank

and **Edward Martin** of Safeway Stores. Each shed light on the place of employee programs, official and unofficial, in corporate operations. Concurrently, two programming and publicity professionals discussed practical, creative means of publicity. The first session, featured Ann Lovall of Leisure Behavior, Inc., discussing an Australian public fitness campaign. Lovell suggested that the "Life. Be in it." campaign approach could be applied to improving awareness of employee programs and motivating people to participate. The Australian program has been adopted in the United States by the National Recreation and Parks Association (NRPA).

In a second session, audio-visual producer Allison Fujino (Gondolf Productions) showed delegates the fundamentals of inexpensive slide show production and display construction.

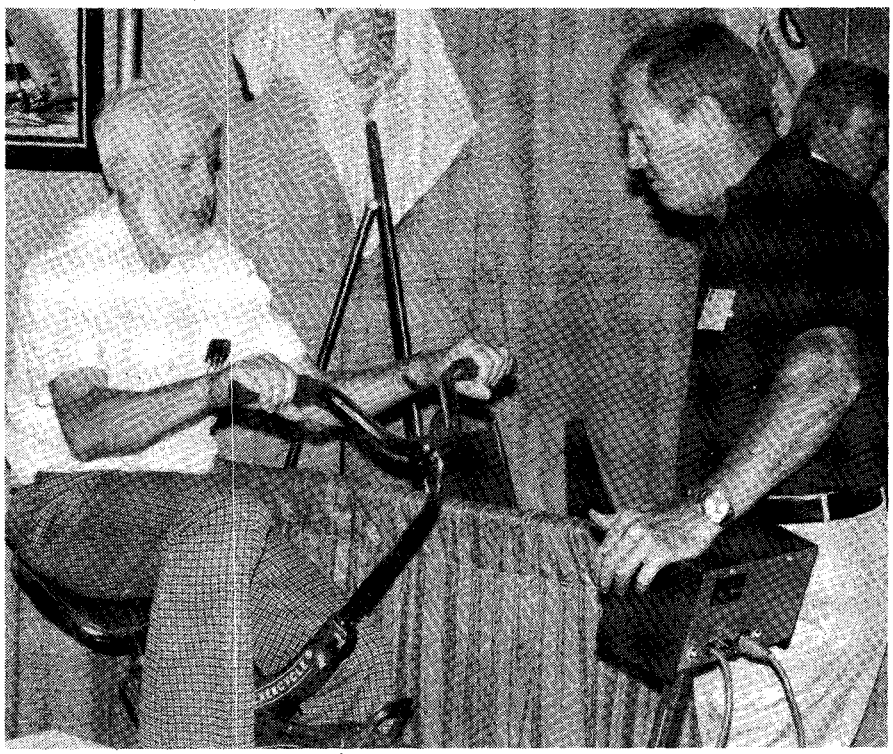
"There are three basic questions involved in communicating," said Fujino. "You must know who your audience is, what you want to tell them and what you have to spend."

While Fujino's session continued, attorney J. Richard Rhodes of Allen, Rhodes and Sobelson outlined legislative actions that could affect employee recreation programs in California, both directly and by their effect on the municipal programs that once served employees as citizens of their communities.

Lunch on Friday was as entertaining as it was informative. Teacher-turned author Vic Knight told delegates how to turn an avocation into a vocation, Knight writes textbooks and fiction for children. "You all have a book in you," he told the group. "It's simply a matter of finding it."

Friday afternoon continued with more concurrent sessions. NIRA Consultant **Melvin C. Byers CIRA** told delegates in his session that they must market recreation as if it were another product vying for the attention of employee-consumers. At the same time, **Susan Siwicki** and Region II Director **Alan Benedeck** (Allstate Insurance Co.) described "the critical triangle: management employee activities public relations". In a lively session of audience participation, delegates exchanged ideas on employee activities that have a positive public relations impact for sponsoring employers.

Late Friday afternoon was reserved for an independent walking tour of the *Queen Mary*. The famous cruise ship still displays state rooms as they were forty years ago as well as an on-board marine life museum. A *Queen Mary* guide provided a special accelerated tour for NIRA members who hastened to attend the early evening exhibit hall session.



Testing equipment in the exhibit hall.



Sharing ideas between educational sessions.

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Saturday, September 22 opened with a breakfast of champions—former Olympic decathalon gold medalist Russ Hodges, that is. Hodges spoke to the breakfast meeting about physical fitness.

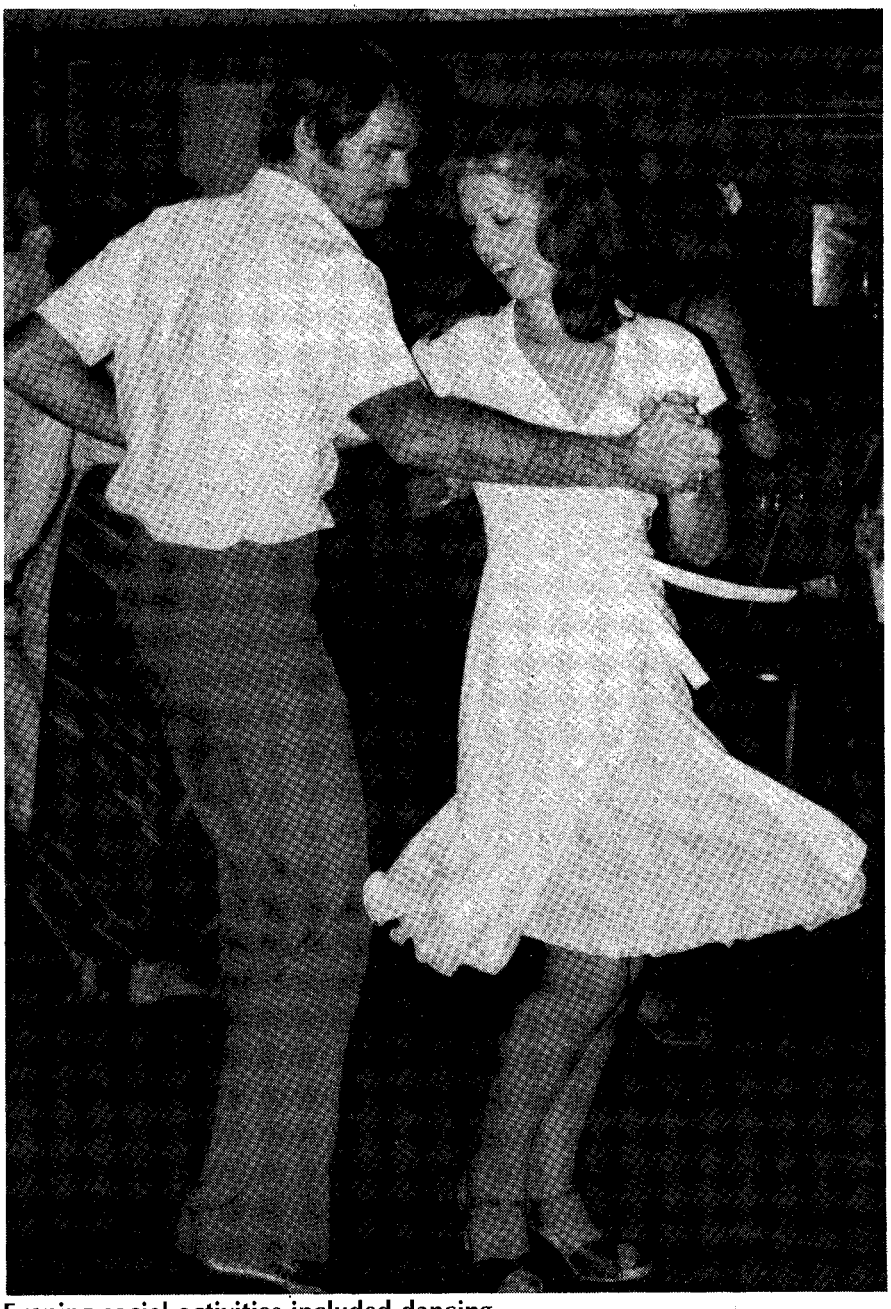
Motivation is essential to involvement, said Hodges. Often, vanity is a strong motivator. "A lot of programs set up where people work are too clinical," said Hodges. "That kind of approach turns people off . . . you have to make it fun." Hodges also stressed the need to encourage fitness through diet. "Everyone knows they should do something for fitness," said Hodges. "You can take it one step at a time. Start by cutting down 10 to 20% on processed foods and refined sugar."

Saturday morning got under way with concurrent sessions. Programming for retirees received a thorough discussion from a panel that included Dean Campbell, who has developed pre-retirement counseling programs for Rockwell International, LeRoy Hixson of the American Association of Retired Persons (AARP), and Helen Haines of Retirees Service Volunteer Program (RSVP). Said Hixson, "Rocking and fishing are good for only about a year. Then, people begin to climb the walls." He told recreation directors that companies that benefit from employees' working lives must provide training and counseling for their retirement.

Concurrently, several Region VII recreation directors gave their tips on the effective use of volunteers. **Ruby Williams**, a volunteer from Motorola in Phoenix, told of her company's strict participation requirements for volunteers. At Motorola-Phoenix, said Williams, there is a waiting list for volunteer leadership candidates. **Mike Holritz** and **Brooks Vinson, CIRL** of Jet Propulsion Laboratories told of a more typical situation in which the recruitment and rewarding of volunteers is a continual effort. **Jim Battersby** of the Oakland Industrial Recreation Association described a municipal program to recruit volunteers for service to the Oakland community. "The key to this one is really giving people something to do," said Battersby. "Give them plums, not moldy figs."

Two more concurrent sessions completed the morning. Delegates who were not yet a part of an Industrial Recreation Council heard about the "clout" that Council membership brings programs and the employees they serve. Panelists included **Mary Graziano** of the Phoenix IRC, **Florence Williams, CIRA** of Kaiser Aluminum, **Ken Wattenberger, CIRA** of Lockheed and **Chuck Bruns** of Knott's Berry Farm. At the same time, **Bill Bruce, CIRA** (Motorola chaired a session on liability. Panelists helped caution delegates about the fundamental questions they must consider whenever they evaluate the potential risks of an activity or facility. Participating were Janice Meyers, Insurance Representative of San Louis Obispo, John Duncan, an attorney with General Dynamics Convair and **Gerry Starkey,** Supervisor of Recreation for Convair.

Over lunch, Region VII delegates conducted the only regular regional officer elections in the NIRA organization. Conference Coordinator **Phyllis Smith, CIRA** was reelected to a two-year term as Region VII Director. Upon the completion of her term as Senior Director next May, she will rejoin the Board to begin a new



Evening social activities included dancing.

two-year term. The region also elected two new officers in Treasurer **Elizabeth Woodard, CIRL** (Wells Fargo Bank) and Secretary **Rosa Barksdale** of the Oakland Industrial Recreation Association.

Saturday afternoon resumed with more concurrent sessions. **Bobbie Love, CIRA** of TRW chaired a session for and about student interns. At the same time, Immediate Past President **Dick Brown, CIRA** (Texas Instruments) outlined the cost analysis program at Texins Association, where he is General Manager. In specific detail, with examples, Brown described how six basic considerations determine the annual budget, including activity allocations. With the input of every club president, Brown reviews activities subsidies, overhead, major event expenses, capital improvements, long-range plans and cash reserves. With these needs in mind, he responds to funding requests from each club in his organization.

The final Saturday educational session featured advertising professional and college professor Patrick Shield in a discussion of marketing research techniques.

"Know your prime prospect," instructed Shield. "Discover a problem he has that your product (program) can solve. Know your product thoroughly. And, finally, break the boredom barrier—get your prospect's attention."

Saturday evening's banquet featured Charles Champlin, widely respected entertainment editor of the *Los Angeles Times*. Champlin urged delegates to use their group buying power to introduce the arts, particularly the fine arts, to employees.

All of you represent a force that has only begun to make an impact on the artistic and cultural life of this country," said Champlin. "I am excited about your potential for involving people in the performing arts."

Rosa Barksdale, President of the Oakland Industrial Recreation Association, accepted special honors for the entire OIRA on its sixtieth anniversary. The commemorative plaque she accepted read, "Congratulations, Oakland Industrial Recreation Association, the oldest Council in the nation, on the occasion of your 60th anniversary, by members of NIRA's seventh region, September 1979."

Entertainment by versatile Las Vegas musician Eddie Dare topped the evening.

Arthur Conrad, CIRA (Flick-Reedy Corp.) addressed the final breakfast jamboree of the Conference, Sunday morning.

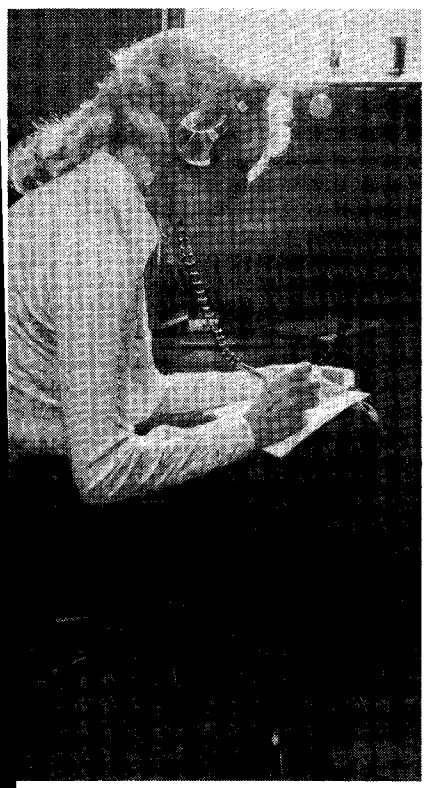
"We are dealing with the most precious commodity in the world—people," Conrad told the group. Conrad, a veteran NIRA leader, noted a reversal in the American attitude of universal and indiscriminatory generosity. For many years, he said, we thought we could and should soothe every citizen's complaint. The discovery that we cannot has led to a backlash, as evidenced by the tax-cutting experiences so familiar to Californians. Conrad called for a rededication of efforts aimed at higher morale and productivity in the workplace. "Get involved, for *people's* sake," he concluded.

NIRA Executive Director **Patrick Stinson** told the western delegates that NIRA's dramatic recent growth in membership has been the result primarily of local organizations.

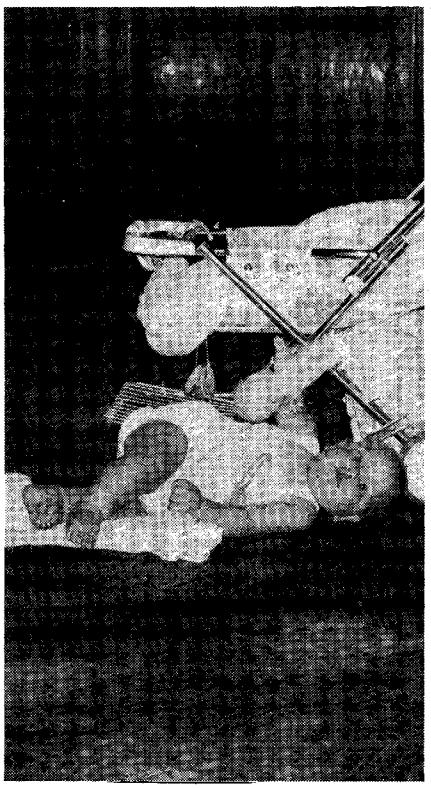
"We have nearly tripled in size in the past five years," said Stinson. "But we are far from reaching our potential. All of our efforts will be directed toward developing IRC's and regional management."

The Conference and Exhibit concluded with a drawing for prizes donated by exhibitors, under the supervision of Exhibitors Chairman **Graham Stewart**. The grand prize, a roundtrip flight for two from Los Angeles to London, via **Laker Airlines,** went to **Ken Wattenberger, CIRA** of Lockheed.

Region VII, with its thirtieth annual conference upcoming, will suspend its regional meeting for 1980. The region will lend its undivided support to the 39th annual NIRA Conference and Exhibit, May 15–20, 1980, at the Town and Country Hotel in San Diego. That meeting is expected to set all-time attendance records. Information about the event will reach NIRA members and friends early in 1980.



With equipment perched in a portole, a technician recorded a session. apes of major presentations are vailable for sale.



The youngest attendee rested during the final breakfast meeting. More than 200 adults also participated in the conference. rm

Professionalism: Survival skills for the 80's

by Bernard Boomer

So many changes are being made in our society, and so fast, that unless we are like the Scouts, "prepared," our jobs, our reason for working, and our society will have run off and left us.

A prime example of that, especially to the municipal, school, and special district recreation programs, is Proposition 13. Many of us saw it coming. We even predicted that it would pass. But very few of us took time out of our busy schedules to avoid some of the things that have come to pass as a result. We knew that recreation is the last to be funded and the first to be cut in most municipalities. Most of us cried a little about it; but we really didn't fight back. We licked our wounds and tried to do more with less money, working longer hours. Some of these changes actually made us more efficient. But the improvement was the result of pressure from an outside agency, not ourselves. Had we done the job well in the first place they wouldn't have dared cut us; they would have tried to get more of the better product we had began putting out under duress. We just hadn't done a professional job, or become more professional ourselves, when we should have done it voluntarily.

If this premise is right, I know where I have to lay the blame: right on myself, the so-called professional. I need to stand back and take a look at me, the professional. How did I get into this profession in the first place? How did I prepare myself and what have I done to keep honing the skills I thought I had to do the job? How do I plan my objectives? How do I budget my time? Am I flexible? Do I have spontaneity and versatility? Am I precise and inventive?

Ask the management and patrons at your place of business what they expect from you and they will more than likely cite the twelve Scout laws. They want dependability, courage, resourcefulness, preparation, honesty. Now if you ask a recreation director who is dependable, courageous, resourceful, prepared, and honest how he lost his job, he is apt to say it was a matter of their wanting more and more. Like it or not, what the bosses and patrons want from us as recreational managers is more. Now, before we get bogged down in pessimism, let us examine what it takes for a recreation director to be more things to more people.

If you ask a recreation director who is dependable, courageous, resourceful, prepared and honest how he lost his job, he is apt to say it was a matter of their wanting more and more.

In addition to the Scout characteristics mentioned before, the ideal administrator must carry out a vigorous quest for open, caring, responsive, supportive and quality recreation. The perfect director will display certain crucial leadership traits.

Take a look at yourself. How did you get your job in recreation? Did you manage a team for your department? Were you the leading scorer for the basketball team? Did some other responsible non-recreation person pull the strings for you? Was this the only way your boss could get rid of you without the union filing a grievance? Did you come through a municipal or school agency and work your way up through the ranks on your ability? Did you take a four-year college degree in recreation, working your way through as a part-time leader? Some of you here got in through the front door, some through the back. Some of you just broke in. Fortunate are the ones who conceived, planned, and implemented their choices in a profession.

No matter how you became a recreation professional, what have you done since then? What refresher

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Bernard Boomer is Director of Parks and Recreation for the City of El Monte, California. These remarks were first presented to Certified Industrial Recreation Administrators (CIRA's) and Leaders (CIRL's) at the 29th Annual NIRA Region VII Conference and Exhibit, September 1979.

courses have you taken? What conferences have you attended? What professional organizations do you belong to and how do you participate? Do you take everything and give nothing?

A second question that I would like to answer is (and this is a biggee) what is this field of recreation all about? Does it have a philosophy? Or, for that matter, do you? If you don't know why you're doing what you're doing, I need to know why you're doing it.

Some of us who have been in the field a long time used to be content with the pat definition, "Recreation is the worthy use of leisure time." Of course, we didn't take time to say what leisure time was, or whether we could enjoy something even if we were working. Certainly, we shied away from a definition of "worthy", and avoided asking who determined worthiness.

Try on the definition of recreation that was developed by Dr. David Gray of Long Beach State College about ten years ago. He said, "Recreation is an emotional condition within an individual human being that flows from a feeling of well being and satisfaction. It is characterized by feelings of mastery, achievement, exhilaration, acceptance, success, personal worth and pleasure. It reinforces a positive self-image. Recreation is a response to aesthetic experience; achievement of personal goals, or positive feedback from others. It is independent of activity or social acceptance."

That definition makes recreation just about everything for the human being. If the participating employees benefit from your industrial recreation program by achieving a worthwhile feeling of themselves, you have served a twofold purpose. By increasing their feelings of personal worth you have increased their positive feelings toward the company. But does that satisfy your employer?

No matter what you do to the employee, as long as he thinks the company cares enough, his production will remain at a high level. This is the reason why industry can afford you.

What does the company want of you? What do company executives think of recreation? Have you had a chance to give them your input, to solidify industrial recreation as a force for humanity and for the company investor? Management probably wants more from you in the areas it believes to be important. In the good old days at the beginning of the industrial revolution, most companies were rather small and the employer was able to communicate with each employee on a personal basis. With the size of modern industry, there are so many administrative levels that top management and the employee seldom get together. This makes the employee feel insecure and certainly doesn't contribute to his understanding of the company's policies or objectives.

We employees sometimes forget that the company is in business to make a buck. As industrial recreation directors we must understand that one of our key responsibilities is to bridge this communications gap through our programs and maintain good morale and good relations between employees. You are the first line of communication outside of the paycheck. If people like the program you administer, they have a better feeling for the company. It is hoped that this good feeling will foster improved production and lower employee turnover.

Do you put off planning because you are too busy? Do you want to put your head in the sand so you won't see how little you are really accomplishing?

Human relations is really the first line of work for us. Industry found in the 1920's, when the Westinghouse Plan was instituted, that if you thought about the employee, or at least he thought you cared, his production would increase. In that experiment, management people ordered the walls painted in nice bright colors; they put in better lights; they gave a coffee break and a few other benefits that had never been tried. Lo and behold, production did increase. Being good research people, they tried the reverse of the experiment. Lights were dimmed and colors went back to neutral shades; but the workers' output continued to increase. Deductions from this experiment led to this conclusion: no matter what you do to the employee, as long as he thinks you care enough, his production will remain at a high level. This is the reason why industry can afford you. This is the reason management wants you to produce more of your product: human relations.

One of the most serious impediments to our achieving professionalism in recreation is the way we use our time. Most of us think that being or acting busy is a sign of professionalism. I don't know how we came up with that. It probably relates to the Puritan admonition that "idle hands are the devil's workshop" or "waste not want not". Really, in most cases, a compulsion to be continually busy is the result of confusion and lack of direction.

Time, if it is to be used wisely, must be planned. It doesn't just work out. How much time per week do you

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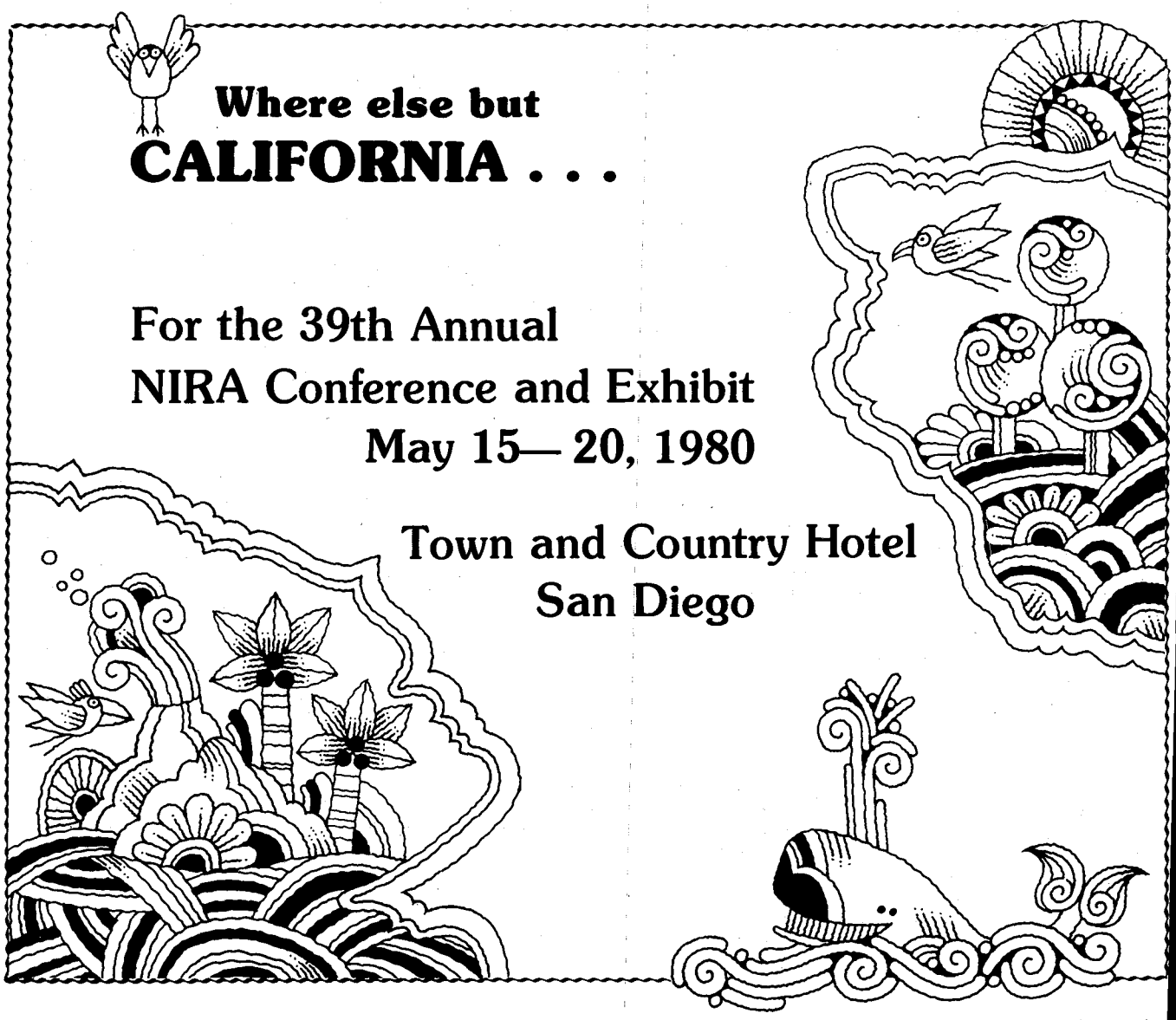
use in planning your work? Do you put off planning because you are already too busy? Do you want to put your head in the sand so you won't see how little you are really accomplishing?

There are many possible ways to spend your time. Once you spend it, like money in the bank, it is gone. Think of all the places that draw on this bank of time. Should you shift emphasis from one area to another? Each of us has exactly the same amount of time to spend each week: 168 hours. Some are successful, some not. Maybe the difference lies in the way we spend those 168 hours. The old saying, "the harder I work the behinder I get" is a perfect description of a person who has lots of capabilities, energy, and maybe even intelligence, but who doesn't know where he is going and how he is using his time.

Some of the world's greatest achievers had well-rounded lives and still made their marks in history, using the same number of hours that you and I have. Winston Churchill, as an example, ran the affairs of his country during World War II. At the same time, he wrote two large volumes of world history. In his leisure, he painted and spent time with his family. He must have had his time budget pretty well in hand.

The next time you go to the office, spend the first hour of the day determining your objectives for the week, or even the day. After you have accomplished that, set down tasks that must be completed if you are to achieve your goals and then list them by priority. Whatever you list first should receive all your attention until that task is completed. It might be just the first step toward a long range-goal, but it still deserves your undivided attention.

Learn not to waste time. The open door policy that many of us work on is really a waste of time. If you let someone who wants to talk to you interrupt your day on demand, he is just robbing your time bank of some of the 168 hours you have. Where will you recoup it? Maybe you won't have time for the family. Maybe you will have to put in more than eight hours a day. Maybe you won't have time left for professional advancement such as reading, college courses, seminars, and the like. You



have just let a bank robber in your office—and you probably do it many times a day. The robber probably wasn't any better prepared than you.

Set aside a time in your day for miscellaneous office matters, when you can attend to visitors, calls and correspondence. This way you have stopped the robbery that might have happened. If you do it right, others will not think you're rude, or aloof, or hiding. They will respect you for having your time so well organized. However, do not let your priorities and goals be so inflexible that you cannot shift gears if the situation so demands. Priorities can be changed if such a line of action would lead to greater efficiency. But, when your time is budgeted and your day well planned, you will find yourself better motivated, less confused and, consequently, a much better performer.

Flexibility does not mean that you have no plan, no goals, no priorities. It means that if something comes up that is important enough to require a change, you can handle it.

Listen to this: "I have the new professional journal on my bedstand at home. I am just so tired at night that I can't get it read." How many times have you heard this legitimate excuse for not keeping up with the current writings in our field? Consider other professionals—doctors, lawyers, teachers. When do they do some of their reading? Right on the job. They are never afraid to take time for professional reading because people believe it is an important way for them to stay current in their fields. Reading in your professional journals is a legitimate part of the total work day. Its time should be budgeted and prioritized.

If you know why you are doing a job and you have taken steps to do it well, you can effect the quality of life and production in your company. Every employee has some strong needs as a human being and the recreator can do a lot to satisfy them. These needs include recognition, creativity, competition, adventure, and combativeness. The wage and benefits contracts that unions and management pound out can answer none of these needs except, perhaps, combativeness.

You and I know that there has been a drastic change in the work week over the past century. Around 1850, the industrial worker labored 12 hours a day, six or seven days a week. If he or she allowed eight hours a day for sleep, this left little time for leisure. Fifty years later, the week was shortened to the unheard-of 10 hours per day. This gave the industrial worker 12 extra hours of free time per week. What was he to do with it? We let him figure it out for himself.

In the subsequent 50 years, our work time was reduced to an eight-hour day, five days per week. We saw something new happening to the worker. He had more free time than he had work hours. Some solved this problem by moonlighting. This, of course, was partially caused by inflation, and a greater drive for material wealth than was in evidence when we began this evolution.

But what will happen in the future? We are already seeing some companies going to a four-day, 40-hour (4-10) work week. Although workers have same number of hours of employment weekly, they have another full day of leisure. Some unions are now looking at the 4-8, or even the 4-6 week. Who will be responsible for these workers' sanity? You will! Are you prepared?

You are either growing or deteriorating. Neither is a function of age.

So many people, particularly men, are truly cheated in retirement. Studies show that men who retire at the age of 65 usually don't last past 67. That isn't even enough time to draw out all the money they put into their retirement accounts. Union officials many years ago felt that your job and theirs was to begin teaching employees how to retire as early as age 25. If we don't get employees involved in something they can enjoy and look forward to prior to retirement, what are they going

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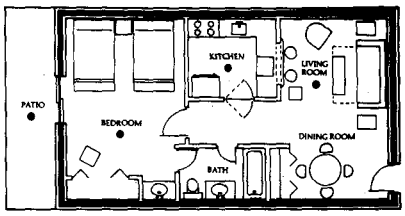
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to do when they leave the workforce? I am suggesting that one of the big opportunities of industrial recreation will be leisure services for retirees, in addition to the wide and diversified programs you now provide. But this is just one of the changes for which you must be prepared. The 1980's will bring many more.

Survival skills for the 80's will include *flexibility, spontaneity, precision, versatility,* and *inventiveness.*

Flexibility. Alvin Toffler, in his bestseller, *Future Shock,* talks about rapid changes in society. More change has occurred in human society in the last 50 years than in the preceding 50,000 and the pace is accelerating. Eighty-five percent of the usuable items in our society twenty years from now have not yet been invented. The shock that such change can produce can be devasting. I am suggesting that you in industrial recreation are going to have to retool your skills continuously to meet these changes, to help the people adapt to this shock. We have managed to survive in our profession with a certain amount of tolerance for ambiguity and uncertainty. But keep in mind that the flexibility I speak of is not chronic vacillation, nor is it an invitation to succumb to the "if-it-works-it-must-be-okay" dictum of the pragmatist. As Leo Durocher said about managing baseball players: "Some need a kick in the behind, others a pat on the back, and others need both at the same time." Deciding which action is appropriate at the right time is the essence of flexibility. Flexibility does not mean that you have no plan, no goals, no priorities. It means that if something comes up that is important enough to require a change, you can handle it. As Publilius said, "It's a bad plan that admits no modification."

Spontaneity. To survive professionally as well as personally, the recreation leader should posses a strong desire and appropriate skills for continued growth. You are either growing or deteriorating. Neither is a function of age. Some leaders are young at 70, others are fossils at 40. Growth can mean seeking new training or education, adopting a hobby, or learning a new skill. For leaders who want to understand important trends in this fast-paced world, growth is essential. We grow in at least three different ways: heavier, older and, sometimes, wiser. Successful managers should grow in a fourth way: beyond self-imposed constraints that restrict vision and prevent spontaneity.

Versatility. Modern society demands that recreation administrators have a balanced blend of conceptual, technical, and interpersonal skills. Simply having a happy team to perform your services will no longer assure job security. You have to be a friendly helper, objective thinker, and a tough battler all at once. We recreators, like most other people, strive to obtain friends, influence, and success. But if one or two of these traits dominate, the recreator will be less effective. Thomas Jefferson once remarked, "Never fear want of business. A man who qualifies himself for his calling never fails employment." If Jefferson is right, we can work with our staffs and industrial management to please our patrons and be able to gain some tenure in our positions.

Precision. Increasingly, members of staffs, our boards of directors, and even we need to develop precision in the use of words. Let us be honest: clear writing, speaking and maybe even thinking are rare in our chosen field. In the field of education, we see a similar parallel. An educator was asked to rewrite the title of the book, "What Makes Sammy Run". His revision read, "Motivational Research on Sammy's Motion Potential". This kind of talk, and even worse, this kind of thinking, is abominable. William James wrote that if you can't explain what you are doing to an eight year old, you are probably a charlatan. And even if you're not, if your language and thinking are fuzzy, you're probably being perceived as one. This tells me that we had better get in a few classes in communication so we can talk intelligently to our clientele and to our bosses. The greatest reason for gobbledegook is our not really knowing what we want to say. But before you can communicate precisely, you must be precise in your own knowledge. The first requirement is a thorough knowledge of your own subject. Don't assume that the person to whom you are communicating understands what you are trying to convey. Neither assume that your directions are being implemented in accordance with your instructions. Precision not only requires a proper initiation, but also a follow-up at the conclusion.

Inventiveness. Takashi Ishihara, president of the Nissan Motor Company, has noted, "The first step in the creative process should be to resist the temptation to imitate." If MBO (management by objectives) were the letters of the 70's, a speculative set for the 80's may well be MBL (more, better, less). The publics we serve want more services and a better delivery system and at a lower cost. We have seen this revolution via Proposition 13. Success in giving more and better recreation services under these conditions will become the ultimate challenge for all of us in the recreation profession. With diminishing resources our reality, the key question continues to be: How can we best invest the resources we have? Consistently, we have been rewarded for thinking rationally; however, we now must learn to think imaginatively. We have the capacity for both.

Arnold Rosenfeld, editor of the *Dayton Daily News* recently said of his profession: "It is more important for us to be human beings than journalists." The same could be said for educators, editors, doctors, lawyers, secretaries, carpenters, painters, even recreators. The present and the future demand that we have skill, but perhaps the greater need will be for us to be civilized and that certainly includes a sense of humor. **RM**

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NIRA CALENDAR

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Janet Harris—(614) 421-6940, ext. 2951.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5938.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid—(713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 679-3600.

Northern California Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Jesse—(408) 446-7404.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

Toldeo Industrial Recreation and Employees Services Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

* * *

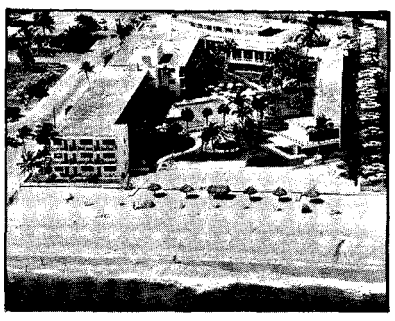
39th Annual NIRA Conference and Exhibit will be held May 15–20, 1980 at the Town and Country Hotel, San Diego, CA. To become involved as a Conference planner or to request delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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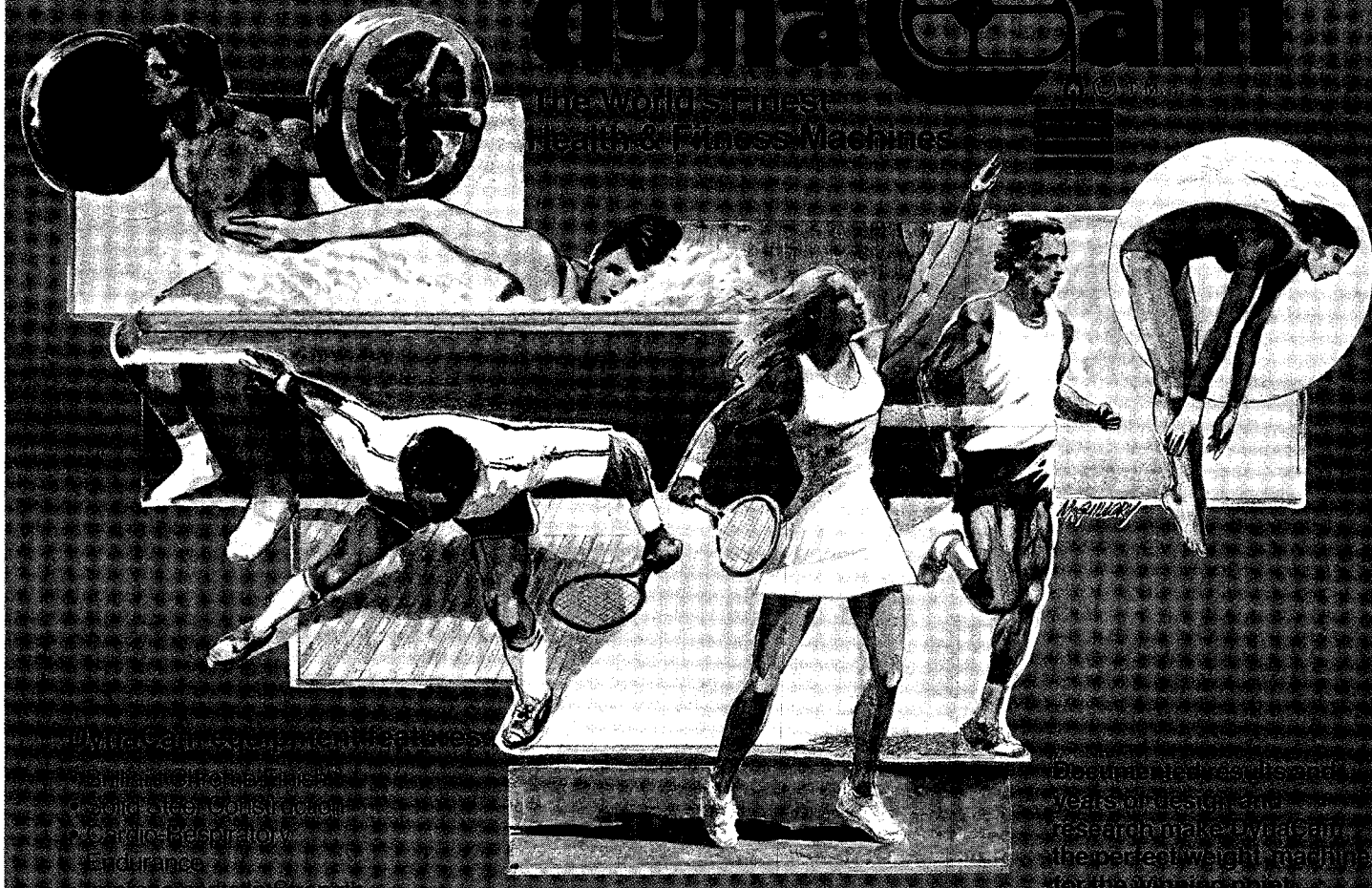
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RECREATION MANAGEMENT

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Official Journal of the National Industrial Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management.

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What is NIRA?

The National Industrial Recreation Association (NIRA) is a non-profit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NIRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and mangement. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NIRA is the only association in its field. Today, it serves more than 2,200 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Recreation Management* is only one of many services included in NIRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, return the reader service inquiry card in this issue.

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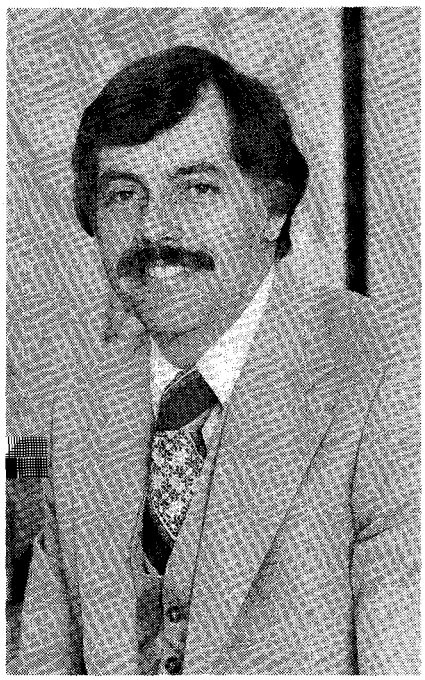
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The NIRA President would like a word with you . . . about service to the small organization member



Kirt T. Compton, CIRA
Eastman Kodak Company
1979–80 NIRA President

Many times we hear of criticism pertaining to the size of organizations NIRA represents. It has been said that NIRA is primarily made up of organizations that have a large number of employees and therefore have more resources available to support employee activity programs than smaller companies. These rumors go further in saying that all of these organizations have extensive recreation facilities which are available to their employees.

Well, it's time to dispel these myths. As a matter of fact, 75% of all of our members in the Organization category have less than 5,000 employees. To take this a bit further, 39% of our Organization members have less than 1,000 employees. These figures prove that the NIRA membership is not primarily made up of large organizations, but a combination of different sized companies. In fact, Industrial Recreation Council members represent a good portion of our membership.

We know that these councils are formed for many good reasons; one of them being that small organizations can reap benefits that the council can negotiate. An example are discounts available through local merchants and discount tickets to amusement parks, local theaters and sporting events. Because of these benefits, IRC's have become very attractive to small companies. Though statistics are not readily available, it would be a safe assumption that the majority of members in the Councils have less than 5,000 employees.

What can NIRA do to help smaller companies develop employee recreation programs? Well, we feel that we can offer services to organizations with little or no staff. We like our members to think of NIRA headquarters as an arm of their staff, ready to lend a hand when needed, despite their size. It stands to reason though, that the organizations with little or no staff would be apt to call for headquarters assistance more often.

Many times organizations with small or no full time staffs will call on us to aid them in developing new ideas, to help them communicate with other companies their size that have employee services, or help them research a project they are unable to accomplish themselves due to a lack of time or qualified personnel.

Throughout our membership we see a wide variety of programs. It is so wide and can vary so much between members that it is very difficult to make generalizations about the field of employee recreation. However there is one characteristic that becomes quite evident—an organization does not need extensive facilities, thousands of employees or a generous budget to conduct an effective and successful employee recreation program. There are many cases within our membership that are excellent examples of this.

Many members of NIRA are located in urban areas where there is no room for recreation facilities and no prospects of building them in the future. Yet through travel programs, social events, hobby clubs, company stores, discount programs and use of available municipal and private facilities, they are able to provide excellent programs for their employees. Smaller organizations may not be able to provide as wide a variety of activities as the large organization, nor may they be able to offer intramural events. They can, however, concentrate on a few high quality programs that reach their employees in municipal or industrial leagues that are in existence in their local communities.

Many members are now becoming involved in employee activities and it is NIRA's responsibility to help them develop their programs. On the other hand, many companies have extensive programs and NIRA accepts the challenge to help these organizations improve their programs.

What this all boils down to, is that the members of NIRA are all in this business together—whether a company is large or small, has facilities or not; we all have a common goal—to provide well-rounded recreation programs for our employees. And this, we feel, is an integral part of sound business management.

Kirt T. Compton

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The first three are nice and fun and contribute to general good health and fitness. But the fourth one, aerobic exercise, does more to improve the quality of life than the other three combined.

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Telescoping The Future Of Industrial Recreation . . .

. . . an excerpt from "An Introduction to Industrial Recreation . . . Employee Activities and Services"

A textbook prepared for NIRA by Wilson, Wanzel, Gillespie and Roberts

Dominant Long-term Trends

We observe that world societies have been moving from the beginning of recorded history in the direction of greater democracy—political, social, and economic. During that time, society has also been moving toward greater concern for the individual's importance, freedom, welfare, health, opportunities, self-fulfillment, and happiness. To be sure, there have been the Genghis Khans and the Hitlers, but these have represented temporary aberrations and, as each has passed on, society has resumed its original direction.

We realize that because the direction of society has been maintained since the beginning of history, that does not guarantee that the same direction will be maintained forever. Yet there is reason enough to suppose that the long-term direction will remain substantially unchanged for the near-term future, the next half century, at the very least.

These long-term trends are important to us, for industrial recreation is one of their products, and the future of industrial recreation is related to continued social change in the same direction.

The Infancy of Industrial Recreation

Frank Flick, president of the Flick-Reedy Corporation, an ardent and articulate advocate of industrial recreation, told the 30th Annual NIRA Conference a few years ago that "industrial recreation is still in its infancy."[1]

The democratization of industrial recreation will continue for the reason that democarcy is an accepted social goal. In the 19th century, women were often ineligible for membership in the newly developing employee recreation associations. By the end of World War I, the bars had been let down for women, but there was still much social discrimination practiced. This was reported in a study by the Department of Labor reported in the 1919 Bureau of Statistics Bulletin, number 250. It reported that "in some of the mining communities the employers furnish club houses for their American employees but make no provision for the ordinary laborer, who is often a Mexican." One rather isolated company which felt the necessity of providing some kind of club house had three: one for Americans, on for foreigners, and one for Negroes. We can imagine that they were of quite different quality. Another not uncommon practice reported in that bulletin was the virtual exclusion of the blue-collar workers from the company clubs by the establishment of high club dues, "frequently $25 a year, a prohibitive amount for all but the better paid workers."

As shocking as those conditions seem to us, some not uncommon contemporary practices will seem as shocking to our posterity. There are still companies which have separate facilities and programs for the company "brass" and different and less desirable facilities and programs for the rank and file workers. Especially is this true in regard to physical fitness programs and facilities. We wonder how long companies can continue to measure the value of human life and health almost solely by dollars and cents. How long can the life of an executive be considered as worth more than the lives of several "ordinary" human beings? How long will it be before it is finally recognized that there is no room in American business and industry for officers' clubs and enlisted men's clubs?

Even where there are no exclusive executive clubs or dining rooms, it still may be very difficult to persuade the "brass" to affiliate completely with the "ordinary" workers in full participation in employee recreation services and activities. Sometimes this lack of executive

continued on following page

participation is from pure snobbishness. Sometimes it is from the belief that the boss cannot mingle with the workers socially without sacrificing authority and efficiency on the job. For those executives who are insecure and who may in fact already have been promoted beyond the level of their abilities, such fear is probably well grounded. Yet for those administrators of good character and the confidence that comes from great ability, closer acquaintance can only increase the respect for their authority on the job.

Fortunately change is occurring. Here and there, the "officers' clubs" are being discontinued, and the participation of executives in employee activities and services is increasing. The beneficent trend—for the companies and all concerned—will continue and the future will see still greater democratization of industrial recreation. Along with this change will come the more widespread acceptance of "mutuality."

Growing Mutuality

Industrial recreation is steadily moving away from the concept that industrial recreation clubs and programs are fringe benefits, that is, something the employers *give* to the employees in the hope of something in return—company loyalty, improved morale, and other hoped for benefits. A really successful industrial recreation program will never be manufactured at the bargaining table.

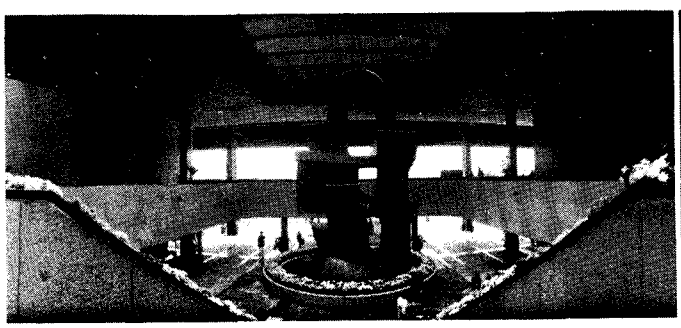
Obviously the best programs today are those undertaken with the full partnership of the company and the employee association, each secure in the belief that both mutually benefit from the employee activities and services. This approach is true of quite a number of companies today; but there are still disconcertingly large numbers of programs which are operated as fringe benefits, something *given* to the employees. Certainly the number of such programs and the extent of such thinking are declining now. The future will merely accelerate the trend toward mutuality.

Decision Making

Although surveys tend to indicate that the employees, through their associations, are able to make virtually all their own decisions respecting industrial recreation, careful study and intimate acquaintance suggest that a very large number of companies still retain the authority to make the important decisions. This may be open or concealed. In many companies, designated administrators or the recreation program director—employed by and directly responsible to the company—reserve the right to veto any and all decisions of the employee association board of directors. In other instances, the association board of directors is intimidated by the participation of too many avowed representatives of the company on the board.

A healthier and more beneficial arrangement will be based upon mutual trust, so that rarely, if ever, would the

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company interfere with the operation of the employee recreation association. Some of this sense of trust and mutuality will come about quite naturally when larger numbers of administrators become full participating members of employee associations—not as administrators but as fellow employees.

If there are sensitive areas in particular companies, where the control of the company is essential, these should be mutually agreed upon and the necessary procedures put into writing so as to avoid misunderstandings. Beyond such stipulated areas, the association and the company should operate on the basis of mutual trust. We believe this is a growing trend. Another trend relates to financial support.

Financial Support

There is a current trend, bound to be accelerated in the future, toward a greater degree of financial self-support by recreation associations. Though not all employers recognize the fact even today, the employees do not want handouts. Perhaps more companies will initiate industrial recreation programs when they realize that such programs do not necessarily derive all their funds from the finances of the company.

In most circumstances it is probably desirable that the company build or provide financial assistance for the facilities of the employee association. It is also common and sensible for the company to underwrite the salary of the director and any professional staff. Beyond that, many employee associations are demonstrating that they can generate much of the necessary funds for the recreation program. As noted earlier, even some of the finest of employee association facilities have been built by the employees themselves, although some help was almost always given by the company. In order for an employee association to achieve so much financial responsibility, however, it must have the benefit of the leadership of a full-time, professional program director. Very little financial responsibility is likely to be achieved under nonprofessional, inexperienced, and part-time leadership. Finally, in finances, the idea of mutuality must always be kept in mind. The company and the employees together benefit from a good employee recreation association. Both the company and the employees should be prepared to pay part of the costs.

Expansion

At one time, the bulk of the industrial recreation programs were in the northeast and north central states of the United States since those were the location of the major industries. Industrial recreation spread like wildfire in California as the new aircraft and related industries chose to develop there. Now we are witnessing the growing industrialization of the South. We have seen an increase in industrial recreation there, but the peak is yet to come.

Likewise, in Canada, where large-scale industrialization was slower in developing, so was industrial recreation. But in recent years, Canada has expanded its industrial production greatly and, with that expansion, its participation in industrial recreation. Robert Wanzel reported in his doctoral dissertation that "the percentage of companies having recreational activities as a fringe benefit increased from 54.8% in 1967 to 61.7% in 1969."[2]

There is good reason to believe that the trend has continued and perhaps increased since that time. Also, as elsewhere, the idea of industrial recreation as a fringe benefit is giving way in Canada also to the idea of mutuality. There was, and perhaps still is, more of a tendency toward an unbalanced emphasis upon physical sports and physical fitness in Canadian programs. Yet there are Canadian programs, such as the well-rounded program directed by the veteran professional Murray Dick at the Dominion Foundries and Steel, Ltd., which provide examples for the desired breadth and diversification.

In Latin America industrial recreation is not yet well established but can be expected to grow with the increase of capitalization and industrialization. There is one particularly good example in Mexico which may contribute to the growth of industrial recreation there. That is the program of the ALPHA Group in Monterrey. The ALPHA Industrial Group Employees Association, headed by Jose Amores, seeks the total personal enrichment of all its members. It provides cultural, economic, educational, health, legal, and recreational support for the employees and for their families.[3] Latin America is a rich field for further development.

Local Industrial Recreation Councils

The increase in the number of local industrial recreation councils is an important reason to predict growth in the number of companies offering and employees participating in industrial recreation programs. The local councils make it possible for small companies to offer varied programs. They serve as local centers to educate business and industrial leaders to the benefits of industrial recreation. Especially are the local councils significant for their services in expanding industrial recreation

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from the traditional supporting companies to new kinds of operations—to banks, hospitals, retail stores, small service companies, and, in fact, to all manner of enterprises which employ people. The future will see a multiplication of local industrial recreation councils.

A Shorter Work Week

The growth of industrial recreation is predictable because of the trend toward a shorter work week and the emphasis upon the "good life" to vastly greater numbers of persons. It took more than a century to cut the dawn-to-dusk, six-day workweek down to the eight-hour day and five-day week that has prevailed for the last three decades. Now there is a growing crescendo of demand by workers, supported by public sentiment, to provide still larger blocks of time for workers to find recreation and personal enrichment.

One means of providing that larger block of leisure time was the introduction of the ten-hour day and four-day workweek. About 10,000 firms in the United States are operating on such schedules now. Another approach was the development of individual and flexible work hours, though the total time per workweek remained at 40 hours. Perhaps a million or more workers in the United States are currently working under the flexible scheduling concept. The *Toledo Blade* reported May 15, 1978, that the U.S. House of Representatives approved an expanded program of flexible hours for most federal employees.

Now the finger of fate points toward an actual reduction of hours in the workweek. In the United States the total number of hours actually worked by office employees declined about two hours in 1977 alone. Moreover, the United Auto Workers have begun a campaign leading toward a workweek of four, eight-hour days. In 1976, the UAW negotiated a new holiday program which provides "paid personal holidays" in addition to all regular holidays and vacations. Beginning in September of 1976, auto workers with at least one year's seniority received five personal holidays per year. The number of such holidays rose to seven in 1978. The goal of the UAW is to increase such personal holidays "until it achieves a four-day week."[4]

Also, the Delphi Forecast, based on surveys and studies of industrial experts and conducted jointly by the University of Michigan and the Society of Manufacturing Engineers, predicts that by 1990, the 32-hour workweek "will become the new standard for unionized industries."[5] The effect upon the popularity of industrial recreation is obvious.

Programming

As industrial recreation broadens its activities and its services it will appeal to an ever larger percentage of employees. As this happens, more and more employers will be moved to encourage and support industrial recreation. In his address to the 30th Annual Conference of NIRA, Frank Flick said (and the emphases are his) "I believe that industrial recreation can and should be *more purposeful, more significant, and should seek to achieve a wider range of objectives.*"[6]

As it fulfills that need it will certainly increase its believers, its supporters, and its membership. Industrial recreation is being more meaningful only through the leadership of its full-time professionals. We have here a beneficient circle: the increase of professional leadership will lead to the improvement of industrial recreation programs and services; and that improvement will, in turn, attract more participants and increase the demand for professional leadership.

Family Programming

In the quotation which prefaces this chapter, Frank Flick noted quite accurately that "for years, industrial recreation has focused on the employee himself. Now it is being broadened to embrace the family, with more emphasis on family programming." This is a change in process and not a goal fully ahcieved. There are still a distressing number of programs which are too narrow in their range of activities and have too little regard for family needs. It is important that there be activities in which families can participate as a family. Examples are family outings, family garden plots, family camp grounds, and organized tours for recreational vehicles.

To a greater extent than may be realized, the importance of the family is being reevaluated. Perhaps the great incidence of marriage failure has served to heighten the interest of persons in making their own marriages work, and less is being taken for granted. This may be part of the reason why the rapidly increasing divorce rate is beginning to level off. Although the divorce rate was 2% higher in 1977 than in 1976, this was

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the smallest increase for several years. Indeed it is quite a contrast to the 11% annual increases which prevailed from 1967 to 1973.[7] The declining rate of increase may foreshadow an actual decrease in the divorce rate in future years.

Also indicating the need for more family programming are the facts that it is the middle classes to which the bulk of employee assocation members belong, and it is the middle classes which are most family-oriented and which place the highest value on family activities.

Family Services

We see, also, an increase in family services provided by the employee associations. Among present services which benefit families are the ticket and discount merchandise services. Less common, but increasing, are association-operated stores which allow employees to shop on lunch hours without leaving the premises, a great convenience and economical, too.

It seems most likely that the near future will see the introduction of one new and very important family service: day-care centers for the children of employees. So far as we have been able to discover, this service is not being provided on a regular basis by any employee recreation association now; yet it is a "natural" for employee associations. It is really curious that the idea has not already taken hold. More than a half century ago, the New Jersey Zinc Company at Palmerton, New Jersey, provided "a kindergarten at which those women who work and who have no one to leave their children with can bring their little ones for a day's stay."[8] Industry in a few cases has followed that example, but no industrial recreation, for which it is even more appropriate. There are growing numbers of privately operated, commercial day-care centers; but there is still good reason for employee associations to begin their own day-care centers.

Association operated, nonprofit day-care centers, once established, can easily be self-supporting while simultaneously saving money for the parents. It is all the more feasible now that working parents receive an income tax break for money spent for the care of minor children. All that is necessary is for the employee association to do careful advance planning, research state and federal regulations, and ascertain and observe local zoning regulations and fire codes.

Organizing a day-care center is not a job for volunteers, but it should be well within the abilities and skills expected of the well educated and qualified professional industrial recreation administrator. That administrator will not operate the center, of course, but will need to participate in the original decision makng and preliminary planning. It will be the responsibility of the recreation director to make the necessary governmental contacts, arrange the business contracts, and look to the employment of a capable and qualified operator. Thereafter, the director will maintain only a supervisory relationship to the center as with other association operations. The suggestion for day-care centers does point again to the need for the continued professionalization of industrial recreation administrators, and it does have implications for the academic preparation of future administrators.

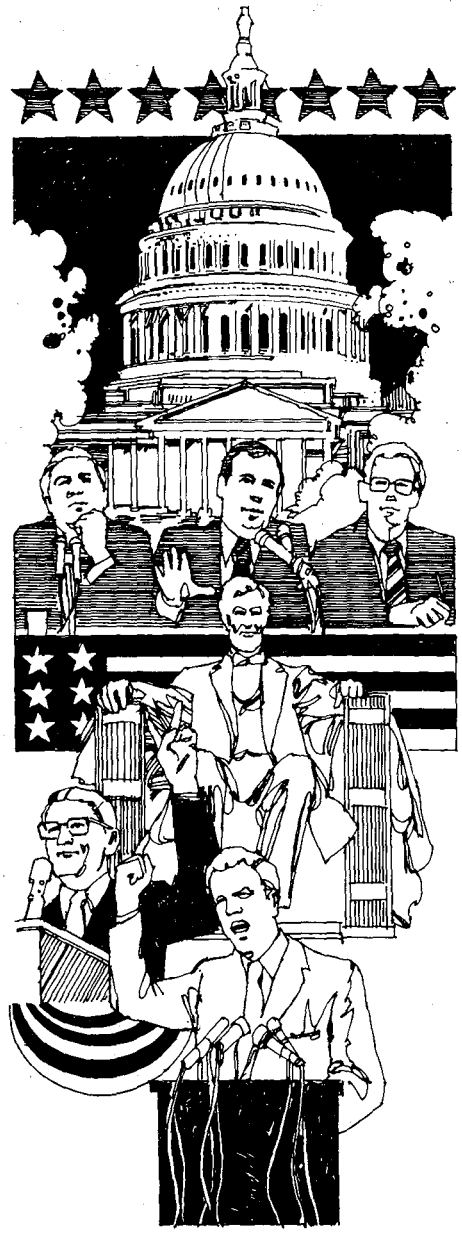
In operating day-care centers, employee associations will find they cannot avoid closer relationships with government agencies at all levels. Yet this closer relationship is inevitable anyway.

Industrial Recreation and Government

We agree with Frank Flick that, after increased attention to family programming, the next step will be for industrial recreation to "broaden its area of concern once again, and seriously embrace the whole community."

At the present time, the majority of industrial recreation programs closely involved with their communities are those located in relatively small communities. Yet there are examples of good community involvement on the part of large programs in sizable communities. A good example of close community involvement is the

Continued on following page





Industrial Mutual Association (IMA) of Flint, Michigan. The IMA belongs to the Flint community recreation association, which coordinates the use of all recreational facilities and through which all recreation events are scheduled. The IMA built a fine lodge which it leases for a token fee to the community Big Brother Association. It also operates a community veterans counseling service, provides educational counseling service, and offers scholarship monies to nearby institutions of higher education.

Government Agencies

Once largely limited to private industry, industrial recreation is moving into closer relationships with government agencies. Many governmental units, as Metropolitan Dade County Florida, have large and flourishing industrial recreation associations for their employees and are members of NIRA. The employees at many U.S. Armed Forces sites have organized on their own and are members of NIRA also. Another sign of the times is the decision of the League of Federal Recreation Associations to join NIRA in 1977 as a "full membership Industrial Recreation Council." The LFRA serves a membership of more than 80 organizations which represent "over 300,000 federal servants."[9]

The Nova Scotia Conference

One of the most significant developments respecting industrial recreation in the past decade was the 1977 government-sponsored conference of government and industry leaders on industrial recreation held in the provincial capital of Halifax. The significant fact is that the impetus for the conference came from the government. Conceived and sponsored by the Nova Scotia Department of Recreation and the Department of Development, it brought together more than sixty important business, industry, and government agency leaders, all for the purpose of promoting industrial recreation. Four provincial governments other than Nova Scotia were also represented at the conference; and resource material generated by the conference was sent to all Canadian provinces.

The Nova Scotia Conference signaled a new day for industrial recreation. Whatever the initial, observable results of the Nova Scotia conference, the ultimate consequences should be tremendous.

We would suggest that representatives of institutions of higher education be invited to participate in any similar conferences in the future. It would also be extremely helpful if any provincial or state government would encourage its official institution(s) of higher education to provide professional, technical education in industrial recreation.

The commitment of government and industrial leaders to industrial recreation can result in a magnification and enlargement of industrial recreation programs; but, in order to allow those programs to deliver the bright promises suggested, there must be an adequate and continuing supply of professional administrators.

Avenues to Professionalism

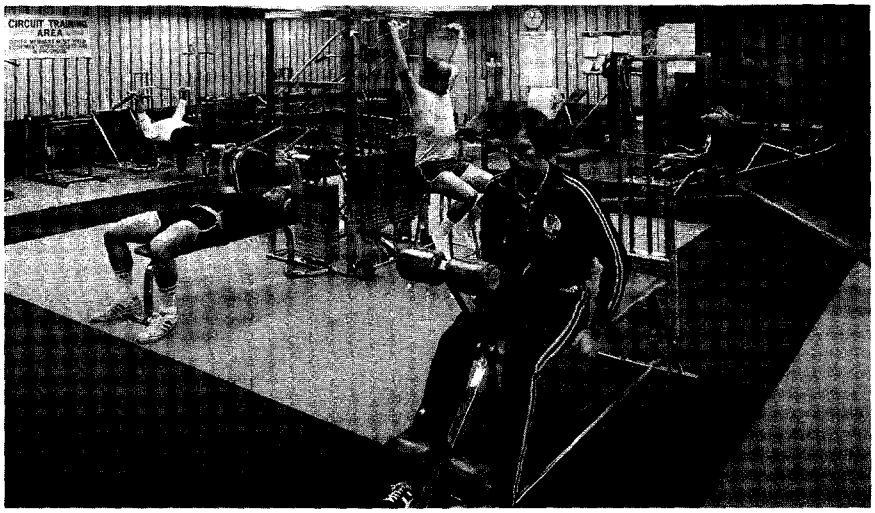
The growth of professionalism is virtually assured. A great and sufficient inducement for some companies to insist upon employing professional industrial recreation directors is the fact that only under such leadership are employee associations likely to become able to provide

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a reasonably large part of their own support. These companies will find it cheaper in the long run to pay the price of hiring professional administrators. Other companies, more fully persuaded of the value of industrial recreation to the companies themselves and to their employees, will want and insist upon professional administrators in order to achieve a program that will be the most productive of their goals and objectives.

As the market for professioanl leadership grows, so must the standards of professional recognition. Indeed, as the standards for professionalism are raised, the demand for professional leaders will increase. The two developments will go hand in hand.

(EDITOR'S NOTE: The above is taken from the first college textbook on employee programs to be published in a generation. An invaluable resource for the student, new practitioner and veteran administrator, this hardcover, 236-page text covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. To order your copy use the order form on page 22.) **rm**



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OPEN FORUM

NIRA by any other name



Should the National Industrial Recreation Association (NIRA) be renamed the Employee Services Management Association (ESMA)? When the choice comes before NIRA voters in a postal referendum next year, the merits of these specific alternatives, as well as the greater question of a change, will be well-known to *RM* readers. In the next several issues of *Recreation Management,* "Open Forum" will present letters to the editor on this important issue. We encourage all members and interested friends of NIRA to add their opinions to these. Responsibility for the selection of letters is the *RM* Editor's, with the advice and final approval of the NIRA Executive Director. Background information on the mechanics, costs and implications of a name change is available upon request from NIRA Headquarters.

Send letters on the NIRA name-change proposal to: Open Forum, *Recreation Management* Magazine, National Industrial Recreation Association, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606.

To "Open Forum" Editor:

A name change for our Association will signficiantly aid our efforts to strengthen the organization, increase our membership, and enhance our image. I favor adoption of the proposed name: Employee Services Management Association.

Shortly after the Rochester Conference, an acquaintance of many years, who has served on the boards of several local and state business and professional associations, and is the administrative assistant to a former NIRA Director, offered her congratulations to me "on your election to that fun organization". She was serious; her perception of NIRA was that of a "fun organization". Why? As she explained it: "to me, 'recreation' means 'fun' ". How many others have misconceptions of our purpose based upon impressions conveyed by our name?

"National"—no, we're international "Industrial"—somehow that conveys a mental image of factories and smokestacks. "Recreation"—to many people that translates as "sports", or—even worse—"athletics". In short, our name doesn't do us justice.

"Industrial Recreation" is, today, too restrictive a term. It doesn't begin to suggest the nature or importance of our work. It may, in fact, as indicated above, create a false and negative impression.

Is a university personnel department engaged in "industrial recreation" when it organizes a blood bank, or arranges merchandise or services discounts for the benefit of the faculty and staff? Isn't it, instead, providing employee services?

And isn't it easier (and more logical) to "fit" recreation into employee services than the other way around?

Who are we?

We are an association of people who manage employee services programs. "Employee Services Management Association" is a title which is descriptive of our activity and interest.

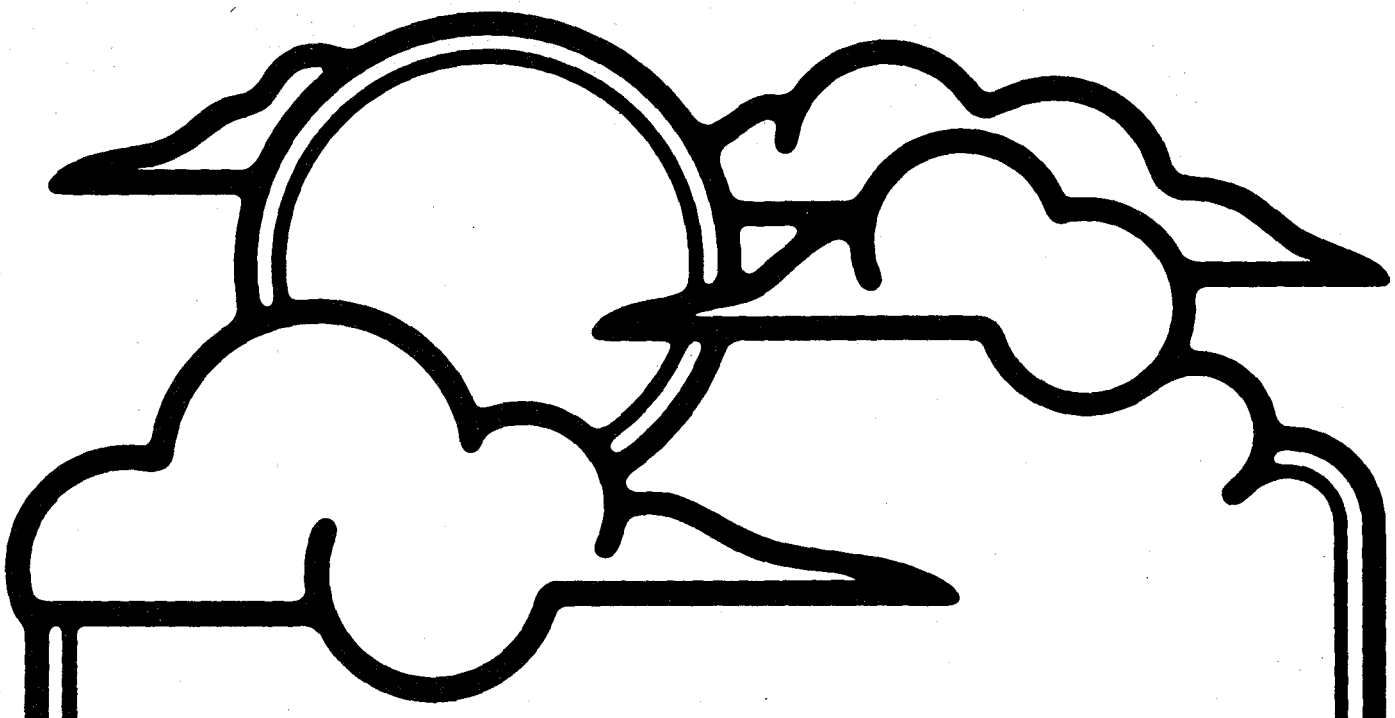
The proposed title is suggestive of more professionalism, and a higher purpose, than the current one and therefore would provide more credibility and more built-in "sell" when we approach business and industry for grants, membership, and recognition.

If the Association is to broaden its appeal and capture a larger share of the market, it must do all it can to project the correct and current image. A new name—and logo—will aid those efforts and help portray the Association as a broad-scale, professional, service organization which is responsive to the needs of its members.

It is time for us to move ahead. Adoption of the name: Employee Services Management Association will get us under way.

Sincerely,

A. C. Ward
Manager,
Personnel Services
Owens-Corning Fiberglas Corporation
(NIRA President-Elect, 1978–1980)



National Industrial Recreation Association

39th Annual Conference and Exhibit

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1980 National Conference & Exhibit May 15–20, 1980 San Diego, California

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PROGRAM AT A GLANCE

THURSDAY, MAY 15

	8:00 AM	Registration
	8:00 AM– 2:30 PM	Tournaments
	2:30 PM– 3:30 PM	Speakers, Chairmen, Vice Chairmen Orientation Session
	3:30 PM– 4:30 PM	First-Timers Reception
	3:45 PM– 4:45 PM	NIRA Junior Directors Meeting for Election Procedures
	6:00 PM– 9:00 PM	Conference Opening Banquet

FRIDAY, MAY 16

(SP)	**7:45 AM– 8:45 AM**	Hospitality Room Open
	8:30 AM–10:45 AM	Regional Breakfasts
(SP)	**9:00 AM– 3:00 PM**	Tour of Old Town and Seaport Village
	11:00 AM–11:45 AM	Keynote Address: "Employee Recreation's Role in the Personnel Administration's Profession"
	Noon– 2:00 PM	Poolside Luncheon
	2:15 PM– 3:15 PM	Concurrent Sessions: (A) "Legislation & Liability (Agreements & Contracts)" (B) "Recreation Programming"
	3:30 PM— 4:30 PM	General Educational Session
	5:00 PM– 7:00 PM	Exhibit Hall Grand Opening
	8:00 PM	Dinner/Entertainment

Continued on following page

SATURDAY, MAY 17

(SP)	8:00 AM– 9:00 AM	Hospitality Room Open
	9:00 AM–10:00 AM	General Session: "Physical Fitness/Health Maintenance"
	11:00 AM	Buses depart for Convair Recreation Association (CRA)
	1:00 PM– 3:00 PM	Lunch at CRA/tour recreation facility
	3:00 PM– 4:30 PM	Tournaments & Awards/CRA Clubhouse Auditorium
	4:30 PM	Buses depart for hotel
	6:00 PM– 9:00 PM	Exhibit Hall Open
	9:00 PM	Evening on your own

SUNDAY, MAY 18

	7:00 AM	Fun Run
	8:00 AM–10:00 AM	CIRA/CIRL Breakfast
(SP)	9:00 AM–11:00 AM	Hospitality Room Open—Creative Craft Workshop
	10:00 AM–11:00 AM	Concurrent Sessions: (A) "Facilities" (B) "Revenues/Fund Raising
	11:00 AM– 1:30 PM	Exhibit Hall Open/Deli Luncheon
(SP)	1:30 PM	Free for shopping
	1:45 PM– 3:30 PM	NIRA Annual Meeting/Election of Officers
	4:00 PM– 4:45 PM	General Educational Session
	5:30 PM	Buses depart for Sea World

MONDAY, MAY 19

(SP)	8:00 AM– 9:00 AM	Hospitality Room Open
	8:30 AM–10:30 PM	Exhibit Hall Open/Exhibitors' Door Prize Drawings
(SP)	9:00 AM- 4:00 PM	City tour, harbor excursion, lunch at Balboa Park, bus tour of San Diego Zoo
	10:45 AM–11:45 AM	Concurrent Sessions: (A) "Retiree Programs" (B) "Travel Programs"
	Noon- 2:00 PM	Management Luncheon
	2:30 PM- 3:30 PM	Concurrent Sessions: (A) "Employee Associations vs. Company Recreation" (B) "Volunteers"
	3:45 PM– 4:45 PM	Concurrent Sessions: (A) "Communications and Public Relations" (B) "Camping and Family Outings"
	7:00 PM	Presidents' Ball/Dinner and Dancing

TUESDAY, MAY 20

9:00 AM–10:00 AM	General Session: "Operation Life Style: A Fitness Program For Now and the 1980's"
10:00 AM–11:00 AM	Conference Critique

(SP) Events planned specifically for registered spouses. Spouses are invited and encouraged to attend all of the professional development educational sessions as well as all of the special events.

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Key Issues Discussed At October Board Meeting

The 1979–80 Board of Directors met under the direction of NIRA President Kirt T. Compton in Chicago October 18 and 19 at the Holiday Inn Mart Plaza, which is the site for the 1981 National Conference and Exhibit.

One of the key decisions made was to approve for referendum a dues increase proposal. NIRA has long faced the problem of administrative costs substantially exceeding dues income. The move to increase the dues was a step toward equalizing this disparity.

In other developments, the Regional Management Committee proposed a restructure of the regional alignment. Region 9 (currently all parts of the world except the U.S. and Canada), would be composed only of the Latin American countries and Region 10, which would be added, would encompass the rest of the world. This move also necessitated a referendum vote by the voting members of NIRA.

The recently formed Fitness & Health Committee asked Steve Edgerton, Vice President of Tournaments and Services to investigate the possibilities of NIRA organizing a Fun Run. If feasible, NIRA will implement this in 1980. Other discussion involved NIRA attempting to become a closer affiliate with other organizations that are directly involved in the fitness and health areas.

The 1980 National Conference and Exhibits program was approved by the Board. The San Diego IRC, represented by Region VII Junior Director Jim McKeon of Cubic Defense Systems, presented the proposed program to Conference Chairman Richard M. Brown. All plans were accepted by the Board and much enthusiasm regarding the 1980 Conference was shown. The Board is looking toward the conference in San Diego to be NIRA's most successful ever.

The Awards Committee added another category to the Promotional Awards aspect of its program. This category will be exclusively for non-printed entries, such as slide presentations, films, etc. In addition, they instituted a nominal fee structure for entry into the Awards program so as to offset costs of printing and mailing the awards brochure.

Steps were taken by the Personnel Committee to alter the Board of Directors' Meeting structure during the National Conference and Exhibit. These moves have been proposed so as to maximize the work of the Incoming Board of Directors within the time allotted for the Conference.

A new NIRA Tournament and Services booklet was presented by that Committee and will be distributed to all new members of NIRA so they can clearly understand the participation and organization of the NIRA tournaments. There will also be attempts to re-examine the entry fee structures so that, where feasible, only company entry fees will be required and individual entry fees will be eliminated.

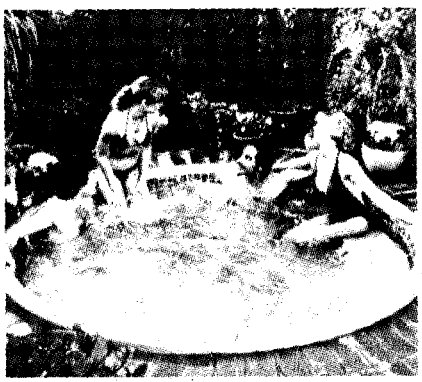
Looking down the road, the Site Selection Committee named three cities as possible National Conference sites for 1983. They are: Minneapolis, Minnesota; Milwaukee, Wisconsin; and Columbus, Ohio. Put into consideration for the 1984 Conference and Exhibit were Boston, Massachusetts and Denver, Colorado.

All present felt the two-day Board Meeting was very productive. The Board is looking forward to following up the decisions made at this meeting when they meet again in January in Fort Lauderdale, Florida.

rm

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IDEAS CLINIC



by
Melvin C. Byers, CIRA
NIRA Consultant

Q We are interested in winning management approval for establishing an employee services program in our company. Can you offer some good strong reasoning we can use to convince them of the need, benefits and importance of such a program for our organization?

A Whenever I have been asked what are the first steps toward establishing or revising an employee services program, I place management's understanding of the profitability and benefits to be received first. It is of our nature to seek benefits relative to ourselves, our family or business. If these benefits are tangible and intangible, it does make some difference in our evaluations. It is, therefore, the intangible benefits that require faith or a gambling instinct. These are also the most difficult to justify when promoting the program, especially to persons having strong analytical minds. Personnel administration is one business area that is involved with so very many intangibles. It is also one of the newcomers in business and industry and for both reasons there appears to be greater reason for questioning.

The tangible benefits of an employee service should be stated first in any presentation of objectives for such a program. More time should be given to discussion and explanation of the intangibles as these will outnumber the tangibles, and, in the long run, may be the more productive. Can we measure the values of an institution in their entirety? Is society really any better for having the church, Red Cross, YMCA, etc.? Most of us think so.

Support, belief, faith and direction by executive management of a business or industry is the key factor in this area of a successful employee services program. It is also the driving force that brings about profitable benefits for both employee and employer through the established personnel objectives when administered correctly.

Employee services that encompass recreation, health, conveniences, assistance, savings and loans, recognition, and communications are the spinal cord of a good personnel administration. This sector of personnel must be well coordinated and becomes an intricate part of the total employment. The director and staff of employee services are doing their best job when they are accepted by both management and employees as friends and aides in a business climate. They are an asset to the company only when encouraged and directed to strive for the mutually established objectives and their goals.

The objectives should be developed to serve in the following basic areas of business: Employees retention; health and attendance; employment recruitment; employee and employee/family relations; community relations; employee/management unity; communications; reduction of fatigue, boredom, accidents and disinterest; developing a friendly in-company family spirit; non-negotiated benefits and services; management recruitment and discovery; management methods and procedure training; company public relations image; company loyalty and interest; retirement conditioning; and recognition.

I am sure you have realized the importance of a qualified employee services manager as part of management's support and interest in the total achievement. There must be someone who can carry through year after year supplying the continuity needed to maintain a successful operation. NIRA is interested in your project and would appreciate hearing from you regarding the progress you make. rm

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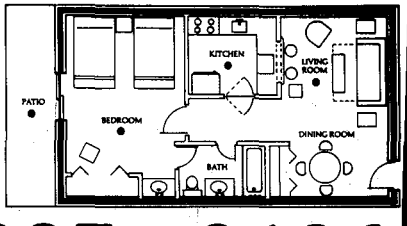
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NEWS IN BRIEF

Employee Benefits To Increase In Decade Ahead

According to a report in the Wall Street Journal, employee benefits are expected to expand in the 1980's despite concerns about increasing costs. The data was obtained from a survey conducted by William H. Mercer, Inc., of 2,500 chief executives.

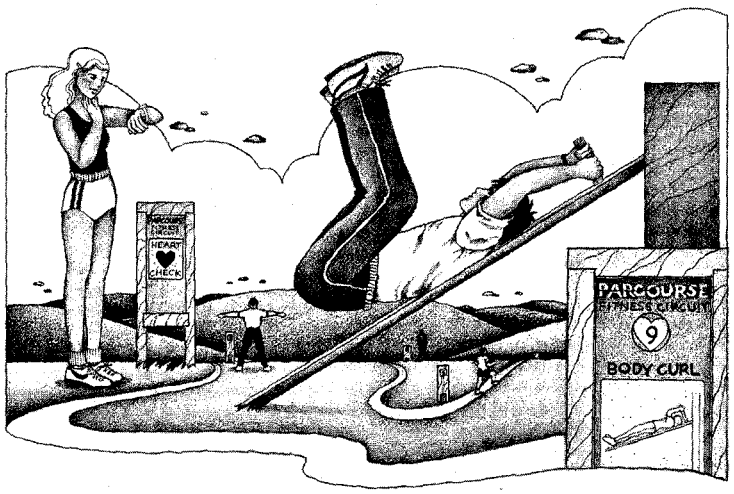
Most of the expansion will come in pensions, pre-retirement counselling and specialized care such as dental and legal plans. Some 46% of those surveyed expect the greatest internal pressure for expanded benefits to come from middle managers, while 43% of the respondents felt the pressure would come from blue-collar workers. Labor unions and the federal government were among the "external pressures" cited most often. Only 0.1% hope to see more government regulation of pensions.

Popularity Increases For Cross-Country Skiing

Also from the Wall Street Journal: . . . Sales of equipment for cross-country, or "Nordic" skiing, are expected to be up about 30% this season from $70 million a year ago. One major maker of Nordic skis says that the industry's growth rate should continue at that level for the next four to five years. William D. Danner, president of Trak, Inc., was quoted as saying that "there'll be more cross-country skiers in the U.S. than downhill skiers by 1983. This year cross-country skiers are expected to number about 6.7 million, an increase of almost 29% from a year ago. Currently there are 11 million downhill skiers in the U.S.

Major sports equipment retailer, Herman's World of Sporting Goods, reports that sales of cross-country gear are up 24% this year, while sales of downhill equipment show no gain. Reasons behind the growing popularity of Nordic skiing are many: the equipment costs about $125, less than half the price of downhill skis, poles, boots and bindings; cross-country skiers don't need mountains, lift tickets or long drives to ski resorts to enjoy their sport; and enthusiasts don't run the risk of the serious injuries associated with downhill skiing. **rm**

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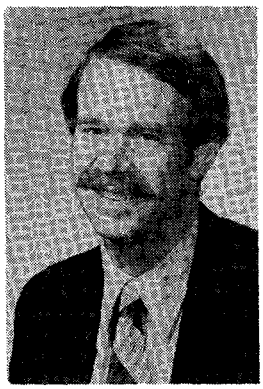
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TOURNAMENT NEWS



by Stephen W. Edgerton, CIRA
Xerox Corporation
NIRA Vice President,
Tournaments and Services

The results are in on the 1979 Regional On-Site Golf Tournaments and the Third Annual NIRA/Golf Digest Postal Golf Tournament. First second and third place net winners in each flight of each tournament are listed below:

1979 Region I, II and VIII On-Site Golf Tournament
Held September 29–30, Mayfair Country Club; Akron, Ohio:

"A" flight		
1st	B.F. Goodrich	438
2nd	Goodyear Tire #1	441
3rd	TRW	447
"B" flight		
1st	Inland Division—GMC #3	451
2nd	PPG Industries, Pa., #1	460
3rd	Inland Division—GMC #2	462
"C" flight		
1st	Babcock & Wilcox	492
2nd	Washington Gas & Light	504
3rd	Grimes Division-Mid-Ross #2	512

1979 Region III and V On-Site Golf Tournament
Held August 25–26, French Lick Sheraton; French Lick, Indiana

"A" flight		
1st	Ford Motor Company #1	228
2nd	Ford Motor Company #2	232
3rd	UAW #182	247
"B" flight		
1st	Delco #2	240
2nd	Armco #2	253
3rd	Lennox	260
"C" flight		
1st	NCR Corporation	259
2nd	Motorola #1	262
3rd	Modern Drop Forge #2	267

Region IV On-Site Golf Tournament
Held September 22–23, Inverray Country Club; Lauderhill, Florida; home of the Jackie Gleason Golf Classic

"A" flight		
1st	Motorola	585*
2nd	Monsanto	582
3rd	Lockheed, Georgia	602
"B" flight		
1st	Piper	557
2nd	Motorola	583
3rd	Lockheed	619
"C" flight		
1st	Piper	532
2nd	Piper	556
3rd	Motorola	615

*Tournament winners based on total team gross

Region VII On-Site Golf Tournament
Held at the Sahara and Paradise Valley Country Clubs; Las Vegas, Nevada

"A" flight		
1st	ITT Courier #2	429
2nd	U.S. Steel	445
3rd	Solar #2	447
"B" flight		
1st	Raytheon #1	445
2nd	Motorola S.G. #3	446
3rd	Xerox #1	452
"C" flight		
1st	Raytheon #2	452
2nd	Motorola S.G. #4	462
3rd	Salt River Project #3	464
	Hughes #4	464
	J.P.L. #2	464
"D" flight		
1st	Salt River Project #6	455
2nd	JPL #3	459
3rd	Hughes #5	460

continued on following page

THIRD ANNUAL NIRA/GOLF DIGEST
1979 POSTAL GOLF TOURNAMENT

	COMPANY	NAME	GROSS SCORE	HDCP	NET SCORE	COURSE RATED PAR	+ or − PAR
CHAMPIONSHIP FLIGHT (0–10 HDCP.)							
1st	McDonnell Douglas	David Reed	72	7	65	71.3	− 6.3
2nd	Babcock & Wilcox	Glenn Westover	69	5	64	69.5	− 5.5
3rd	Salt River Project	Bill Hurt	76	9	67	70	− 3
1ST FLIGHT (11–15 HDCP.)							
1st	McDonnell Douglas	Tom Graham	79	14	65	71.3	− 6.3
2nd	Xerox	Warren VanBuskirk	78	13	65	71.2	− 6.2
3rd	Babcock & Wilcox	Tony Stock	76	12	64	69.5	− 5.5
2ND FLIGHT (16–20 HDCP.)							
1st	McDonnell Douglas	Robie Davis	82	19	63	71.3	− 8.3
2nd	Salt River Project	Clifford Cameron	8-	17	63	69	− 6
3rd	Salt River Project	Jack Gurney	84	20	64	70	− 6
3RD FLIGHT (21–25 HDCP.)							
1st	Salt River Project	Tom Harper	87	25	62	70	− 8
2nd	McDonnell Douglas	Al Murton	87	22	65	71.3	− 6.3
3rd	Salt River Project	Pat Sautelle	87	22	65	70	− 5
4TH FLIGHT (26–UP)							
1st	Bethlehem Steel	Frank Raupach	91	34	57	67	−10
2nd	Xerox	Scott Baker	89	27	62	71.3	− 9.3
3rd	Xerox	Richard DiMeo	89	28	61	67.8	− 6.8

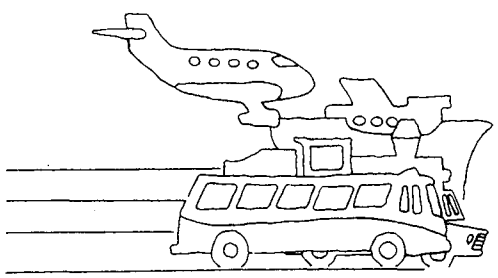
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(516) 333-6900, ext. 336
Al Spanjer
Director of Marketing Services

GOLF

GOLF DIGEST, INC.
495 Westport Ave.
Norwalk, CT 06856
(203) 847-5811
Alan M. Deyoe, Jr.
Vice President

MINIMAX COMPUTING CORPORATION
P.O. Box 222327
Dallas, TX 75222
(214) 748-7944
A. G. Nichols
President

Shooting Sports

CASWELL EQUIPMENT CO., INC.
1221 Marshall Street, N.E.
Minneapolis, Minn. 55413
Phone (612) 333-1511
Ted Busch
Vice President, Sales
Shooting range equipment, indoor and outdoor, for recreational as well as police and guard service. Extensive assistance available. Installations throughout the world for over 50 years.

WINCHESTER FRANCHISE OPERATIONS
275 Winchester Ave.
New Haven, CT 06504
(203) 789-5151
F. Carter Wood III
Mgr., Club Relations

Miscellaneous

NATIONAL SPORTING GOODS ASSN.
717 N. Michigan Ave.
Chicago, IL 60611
(312) 944-0205
G. Marvin Shutt
Executive Director

NATIONAL SHOOTING SPORTS FOUNDATION, INC.
1075 Post Road
Riverside, CT 06878
(203) 637-3618
A. H. Rohlfing
Executive Director

BOWLING PROPRIETORS ASSN. OF AMERICA
P.O. Box 5802
Arlington, TX 76011
(817) 460-2121
Vladimir A. Wapensky
Executive Director

AMATEUR SOFTBALL ASSN. OF AMERICA
2801 N.E. 50th
P.O. Box 11437
Oklahoma City, OK 73111
(405) 424-5266

AMERICAN BOWLING CONGRESS NATIONAL HEADQUARTERS
5301 S. 76th St.
Greendale, WI 53129
(414) 421-6400
Tom New

TRAVEL SERVICES

Airlines

AIR CANADA
600 Madison Avenue
New York, NY 10022
(212) 935-7740
L. G. Dales
Passenger Sales, Div. Manager
Airline services from the U.S. to Canada's boundless recreational opportunities. Summer and winter, Canadian resorts, parks and cosmopolitan cities can provide your employee groups with new recreational experiences.

Car Rentals/Railroads

ECONO-CAR INTERNATIONAL, INC.
4930 W. 77th Street, Suite 260
Edina, MN 55435
(612) 944-5300
Charles E. Cook
Director of Marketing
When it's your money: Compare our rates by calling (800) 228-1000. Over 1,500 locations worldwide. We are available worldwide at Godfrey-Davis International rental locations. We feature foreign and other fine cars.

NATIONAL CAR RENTAL
5501 Green Valley Drive
Minneapolis, MN 55437
(612) 830-2589
Wayne Herberger
Manager-Group Sales
Worldwide car rental services for business or pleasure travel.

Cruise/Ship Lines

HOME/LINES CRUISES
One World Trade Center
Suite 3969
New York, NY 10048
(212) 432-1414
Ad appears on Cover III
Home Lines seven-day cruises sail from New York spring through fall. Fly/cruise packages from far west and Texas to Nassau and Bermuda. Fall Caribbean cruises from New York and Florida.

Hotels and Resorts

AMERICANA HOTELS, INC.
605 Third Avenue
New York, NY 10016
(212) 557-1776
Susan Petri
Manager, Sales, Promotion & Ad

BEACH CLUB HOTEL & CABANAS
P.O. Box 4916
Ft. Lauderdale, FL 33338
(305) 564-8502
Jack Lindeman
Ad appears on page 40.

BILTMORE HOTEL
43rd Street & Madison Avenue
New York, NY 10017
(212) 687-7000
Alan E. Rusch
Director of Sales and Marketing

CARIBBEAN GULF HOTEL
430 South Gulfview Blvd.
Clearwater Beach, FL 33515
(813) 443-5714
Bradley J. Cox
Director of Marketing

CLAREMONT RESORT HOTEL
& TENNIS CLUB
P.O. Box 23363
Ashby & Domingo Avenues
Oakland, CA 94623
(415) 843-3000
Mick Arseneault
Director of Marketing
Grand old hotel located 15 minutes from downtown San Francisco. Country garden setting on 25 acres. Olympic size pool, tennis courts, gourmet dining, room service. Several packages available. The Bay area's only resort hotel.

COURT OF FLAGS HOTEL
5715 Major Blvd.
Orlando, FL 32805
(800) 327-2119
Marcie Hurt
Sales Manager
'Resort in a hotel' . . . offers 800 deluxe guest rooms, 3 heated swimming pools, 25 acres of tropical landscape, tennis courts, saunas . . . and just a few minutes from all area attractions.

DAYS LODGE
5820 Space Coast Parkway
Kissimmee, FL 32741
(800) 327-9126
Ad appears on page 20.

DAYTONA OCEANS ELEVEN RESORTS
2025 South Atlantic Avenue
Daytona Beach Shores, FL 32018
(800) 874-7420—In Florida (800) 342-5624
Sharon Mock
Sales Manager
Six hotels offering 956 rooms, suites and efficiencies in Daytona area. All are full service hotels with restaurants, lounges, swimming pools and spacious oceanfront sundecks. Discount program for NIRA members.

FRENCH LICK SHERATON
French Lick. IN 47432
(812) 935-9381
Michael A. Nelson
Director, Sales & Marketing

GREAT WESTERN HOTELS CORPORATION
P.O. Box 2127
LaHabra, CA 90631
(213) 691-3251
Allan Erselius
National Sales Manager
Great Western Hotels Corporation owns and operates various hotels in southern California and Las Vegas, Nevada. Great Western's Marina Inn near Laguna Beach is a total recreation facility with sailing, beaches, parks and fishing.

HACIENDA HOTEL & CASINO
3950 Las Vegas Blvd., South
Las Vegas, NV 89119
(702) 739-8911
Clem Bernier
Vice President and General Manager

HARLEY HOTELS
2100 Terminal Tower
Cleveland, OH 44113
Philip E. Williams/William Taylor
National Sales Managers

HIGH COUNTRY INN
Box 96
Winter Park, CO 80482
(303) 726-5566
Arthur W. Lang
Partner/Manager

HILTON HOTELS CORPORATION
Hilton Center Office Building
900 Wilshire Blvd.
Suite 730
Los Angeles, CA 90017
(213) 626-1441
Richard Lidz
Director of Sales,
Recreation & Incentive Programs
Individual and group travel programs created specifically for employee recreation clubs. Interesting reductions on Hilton Rainbow weekend packages throughout the USA during 1980. Reservations through your local Hilton Reservation Service.

HOLIDAY INNS, INC.
3796 Lamar Avenue
Memphis, TN 38118
(901) 362-4224
Reg Mallamo
Sales Development

HOWARD JOHNSON COMPANY
2400 East Devon
Suite 156
Des Plaines, IL 60018
(312) 297-0817
Deno Moustakas
National Manager, Group & Tourist Dept.

HYATT HOTELS HAWAII
Hemmeter Center
Honolulu, HI 96815
Susan Cannon

HYATT HOUSE HOTELS
9701 West Higgins Road
Rosemont, IL 60018
(312) 399-2100
Joe Korsdmeier

MT. WASHINGTON HOTEL
Bretton Woods, NH 03842
(603) 278-1000
Normand Dugas

OLYMPIA RESORT & SPA
1350 Royal Mile Road
Oconomowoc, WI 53066
(414) 567-0311
Loretta M. Dillman
Regional Sales Manager

SANDPIPER RESORTS
5606 Gulf Blvd.
St. Pete Beach, FL 33706
(813) 360-2731
1-800-237-0707 outside Florida
Bill Ward
Director of Marketing
Patsy Helinger
Eight beach resorts on St. Pete Beach and Treasure Island, Florida. Close to a variety of restaurants and shops. Near Florida's major attractions. Motel rooms, apartments, efficiencies. Group requests welcomed.

SHERATON HOTELS & MOTOR INNS
35 East Wacker Drive, Suite 1138
Chicago, IL 60601
(312) 263-4607
Jim Murray

TOPEKA INN MANAGEMENT, INC.
2209 West 29th Street
Topeka, KS 66611
(913) 266-7021
W. James Griffith
Senior Vice President of Sales and Advertising

TORREY PINES INN
11480 North Torrey Pines Road
LaJolla, CA 92037
(714) 453-4420
Harry O'Brien
General Manager
Located on Torrey Pines Golf Course, home of Andy Williams Open. Beautiful view of Pacific Ocean. Banquet and meeting facilities. A.A.U. size pool. Seascape Dining Room and Cocktail Lounge.

TRAVELODGE INTERNATIONAL, INC.
250 TraveLodge Drive
El Cajon, CA 92090
(714) 442-0311
Bill Albinson
General Sales Manager



WESTERN INTERNATIONAL HOTELS
2000 Fifth Avenue Building
Seattle, WA 98121
(206) 447-5274
Jim Weiss
Manager, Travel Industry Sales

Operating 55 quality hotels and resorts in 15 countries. For reservations see your travel agent or call us toll free (800) 228-3000 in the continental U.S. or (800) 268-8383 in Canada, except Toronto which is 368-4684.

Themed/Amusement Parks

ABC SCENIC ATTRACTIONS/
SILVER SPRINGS, INC.
P.O. Box 367
Silver Springs, FL 32689
(904) 236-2121
Barry Kenney
Director of Marketing

KINGS ISLAND
P.O. Box 400
Kings Mills, OH 45034
(513) 241-5600
Jerry W. Greager
Manager/Group Sales

MAGIC MOUNTAIN
26101 Magic Mountain Parkway
Valencia, CA 91355
(805) 255-4100
Roger Bornstein
Sales Manager

MARRIOTT'S GREAT AMERICA
P.O. Box 1776
Gurnee, IL 60031
(312) 249-2040
Scott E. Frantel
Manager of Sales

Family entertainment center featuring five historically themed areas. Enjoy spectacular shows, thrilling rides and delicious food. Contact Group Sales for special employee benefit programs.

OPRYLAND USA
Opryland Sales Department
2802 Opryland Drive
Nashville, TN 37214
(615) 889-6600
Nathan R. Cline
General Sales Manager

An entertainment park featuring 12 live musical productions. Music Americlub, an employee discount program for companies employing 300 or more. Company outings, incentive programs and package tour service for groups or individuals.

RUFF TRAVEL, INC.
1732 West Wise Road
Schaumburg, IL 60193
(312) 529-2404
Aaron E. Ruff
President

SEA WORLD
1720 South Shores Road
San Diego, CA 92109
(714) 222-6363
Bill Mamas
Sales Manager

Sea World features six shows and thirty major exhibits and attractions. Star performers include Shamu the Killer Whale, dolphins, sea lions and walrus. Also Cap'n Kids World and the world's largest live shark exhibit.

CENTER/SKI-O-RAMA TOURS, INC.
7 South Franklin Street
Hempstead, NY 11550
Nancy DiRusso
Director of Sales

WALT DISNEY'S MAGIC KINGDOM CLUB
1313 Harbor Blvd.
P.O. Box 4489
Anaheim, CA 92803
(714) 533-4456
Bob Baldwin
Manager

WISCONSIN DELLS VACATION CLUB
P.O. Box 65
Wisconsin Dells, WI 53965
(608) 253-3031
(608) 253-5021
Thomas M. Diehl
President

Twenty percent Discount Club to Wisconsin Dells. Five leading attractions: Upper and Lower boat tours, Tommy Bartlett Ski, Sky and Stage Show, Fort Dells, Biblical Gardens. Over 2,000,000 members nationwide.

Travel Agents/ Tour Operators

EUROTOP TOURS, INC.
20 Providence Street
Suite 735
Boston, MA 02116
(617) 542-1112
Jerome L. Zadow
Executive Director

GROUPS INTERNATIONAL, INC.
4800 Yackley Road
Lisle, IL 60532
(312) 969-1362
Rosemary Trout, Sales Manager
Edwin Human, President

Group travel specialists with emphasis on personal attention before, during and even after the tour. Quality group travel programs for employee associations and incentives. Always escorted from your departure city.

HAWAIIAN HOLIDAYS
711 Third Avenue
New York, NY 10017
(212) 687-7400
(800) 221-2216

Professional marketing/travel organization serving vacation & business travel markets for two decades. Special emphasis on employer recreation travel and incentives. Voluntarily bonded. A NIRA member for over 7 years.

INTERNATIONAL TRAVEL SERVICE
102 Wilmot Road
Deerfield, IL 60015
(312) 291-8000
James P. McGough
Account Executive

INTER TRAV CORPORATION
1700 North Farnsworth Avenue
Aurora, IL 60505
(312) 898-4101
David A. House
President

KINTETSU INTERNATIONAL EXPRESS
1270 Avenue of the Americas
New York, NY 10029
(212) 586-4350
Junji Fujita
General Manager

MAYFLOWER TOURS
1121 Warren Avenue
Downers Grove, IL 60515
(312) 960-3430
(800) 323-7604
Janet Lampert
Vice President

Group travel specialists. U.S. and Canada escorted vacations. Customized itineraries. Incentives and employee recreation travel.

PRESLEY TOURS, INC.
R.R. 1
Makanda, IL 62958
(618) 549-0704
Thomas Frenkel
Manager

Personalized, escorted, custom group tours—domestic and international. Net wholesale prices quoted to NIRA members. Twenty years' experience. Fully bonded. Licenses, memberships, include: NIRA, NTBA, ASTA, ICC, AMTRAK, ATC, IATA, DATA, IPSA.



QUEEN MARY TOURS
P.O. Box 20890
Long Beach, CA 90801
(213) 435-4747, ext. 326
Barbara Dunn
Sales Manager

JERRY SIMON ASSOC. INC/
SKI GROUP
Ruppert Towers East
1619 Third Avenue, Suite 201
New York, NY 10028
(212) 831-7501
Jerry Simon
President

Exhibits in 14 U.S. and Canadian cities by airlines, travel wholesalers, U.S. and foreign ski areas, government travel offices. Travel agents, corporate travel departments, ski clubs, associations, recreation directors, welcome to attend.

SUNSATION VACATION CONCEPTS, INC.
3616 South Atlantic Avenue, Suite B
Daytona Beach Shores, FL 32019
(904) 761-8888
Maria Fink
President

Visitors Bureaus, Foreign

CANADIAN GOVERNMENT
OFFICE OF TOURISM
332 South Michigan Avenue, Room 1710
Chicago, IL 60604
(312) 782-3760
Charlotte Ward
Travel Promotion Officer

A free travel counseling service for visitors to Canada. Additional offices located in: Atlanta, Boston, Buffalo, Cleveland, Dallas, Detroit, Los Angeles, Minneapolis, New York, Philadelphia, San Francisco, Seattle and Washington.

GENEVA TOURIST OFFICE
1 Rue De La Tour De L'ile
Geneva, 1204, Switzerland
Jane Peel
Promotion Manager

IRISH TOURIST BOARD
230 North Michigan Avenue
Suite 1312
Chicago, IL 60601
(312) 726-9356
Maurice Dunne

MEXICAN GOVERNMENT TOURISM OFFICE
405 Park Avenue
New York, NY 10022
(212) 755-7212
Director of Groups
Ad appears on page 6.

Visitors Bureaus, Domestic

CHICAGO CONVENTION &
TOURISM BUREAU
332 South Michigan Avenue
Chicago, IL 60604
(312) 922-3530
Frank C. Sain
President

DAYTONA BEACH AREA CHAMBER OF COMMERCE
City Island, P.O. Box 2775
Daytona Beach, FL 32015
(904) 255-0985
Rolland G. Palmer
Director, Convention & Tourism Division
Twenty-three miles of the world's most famous beach. 25,000 sleeping rooms. Freeway minutes from Walt Disney World and all other major Central Florida attractions.

MID-AMERICA TOURS, INC.
17042 Torrence Avenue
South Holland, IL 60473
(312) 928-4500 Chicago
(312) 474-7770 Suburban Chicago
(800) 942-9205 Intra State WATS
(800) 323-8383 Inter State WATS
Doyle Bottom
General Manager
Escorted Air and Motorcoach Tours of U.S. and Canada (including Hawaii and Alaska). Wholesale operator. Net prices to NIRA members, associates and families.
Ad appears on page 24.

NEW YORK CONVENTION & VISITORS BUREAU, INC.
90 East 42nd Street
New York, NY 10017
(212) 687-1300
Charles Gillett
President

U.S. VIRGIN ISLANDS DIVISION OF TOURISM
10 Rockefeller Center
Suite 1001
New York, NY 10020
(212) 582-4520
Rafael K. Jackson
Regional Director

Ski Areas and Resorts

HEAVENLY VALLEY SKI RESORT
P.O. Box at
South Lake Tahoe, CA 95705
(702) 588-4584
Brady Hodge
Marketing Director
America's largest ski resort offers all-inclusive individual and group ski packages: 25 lifts, 250 lodges, spectacular Lake Tahoe scenery, snow making, 7 major gaming casinos. Free brochure and group rates.

JAY PEAK
Jay Peak, VT 05859
(802) 988-2611
Ian B. MacDonald
Marketing Director

KILLINGTON SKI AREA/MOUNT SNOW SKI AREA
Killington Road
Killington, VT 05751
(802) 422-3333
John W. Clifford
Vacation Sales Manager

SCHUSS MOUNTAIN RESORT
Mancelona, MI 49659
(616) 587-9162
Kevin N. Owen
Director of Sales

SUGAR LOAF MOUNTAIN RESORT
RT 1
Cedar, MI 49621
(616) 228-5461
Earl (Bob) Harris
Vice President, General Manager

Miscellaneous

DISCOVER AMERICA TRAVEL ORGANIZATIONS, INC.
1899 L Street, N.W.
Washington, D.C. 20036
(202) 293-1433
Duncan G. Farrell
Vice President
The national association of the U.S. travel industry can consult with you on all travel programs, at no cost. Please call us.

INTERNATIONAL TRAVEL CARD
Gulf Life Tower
Jacksonville, FL 32207
(904) 399-8300
Thomas N. Kay
President

VARIED GOODS AND SERVICES

Arts & Crafts/ Hobbies & Games

ALBEE & COMPANY
269 Lexington Street
Waltham, MA 02154
(617) 894-2040
David E. Walsh
Director of Industrial Marketing
Specialists in all types of indoor recreational equipment, i.e. pool tables, foosball, table tennis, shuffleboard, reconditioned pin balls, juke boxes, darts, games (cards, checkers, chess, backgammon, etc.) game room layouts. Professional service department.



Entertainment

GCC THEATERS, INC.
27 Boylston Street
Chestnut Hill, MA 02167
(617) 232-8200
Seymour H. Evans
Vice President, Public Relations

MADISON SQUARE GARDEN
4 Pennsylvania Plaza
New York, NY 10001
(212) 563-8080
Marge Fearon
Director of Group Sales

PRO FOOTBALL HALL OF FAME
2121 Harrison Avenue, N.W.
Canton, OH 44708
(216) 456-8207
David R. Motts
Operations Manager

Film Rentals

JOURNAL FILMS, INC.
930 Pitner Avenue
Evanston, IL 60202
(312) 328-6700
Michael T. Collins
Marketing Manager

SWANK MOTION PICTURES, INC.
201 South Jefferson
St. Louis, MO 63103
(314) 534-6300
Jim Saia
National Recreation Sales Manager

National distributor of both current and classic Hollywood features and short subjects. Includes current and classic top titles from the major producers and personalized service with forty years of experience.

Foods/Beverages/Vending

BENIHANA OF TOKYO, INC.
8685 N.W. 53rd Terrace
Miami, FL 33166
(305) 591-2200
Leslie S. Langberg
Director of Advertising and P.R.
Showman chefs slice, dice, spice and sizzle a dazzling array of shrimp, steak, lobster, chicken, fresh vegetables before your eyes on teppanyaki tables. Pizazz oriental-style.

CLAMBAKE AMERICA
270 Congress Street
Boston, MA 02210
(617) 542-6200
David Siersdale
Executive Vice President

HICKORY FARMS OF OHIO, INC.
300 Holland Road
Maumee, OH 43537
(419) 893-7611
Ann C. Thomas
Assistant Secretary

STEWART SANDWICHES, INC.
5732 Curlew Drive
Norfolk, VA 23502
(804) 420-1347
Noel Funchess
National Sales Director

Merchandise for Discount and/or Resale

BRONSON PHARMACEUTICALS
4526 Rinetti Lane
La Canada, CA 91011
(213) 790-2646
Frosty Ainlay
Vice President

DETECT-A-TRONICS, INC.
6847 Lee Highway
Arlington, VA 22213
(703) 533-0080
Martin M. Simon
President

ENCYCLOPAEDIA BRITANNICA
P.O. Box 232
Ft. Lee, NJ 07024
(201) 224-5200
Frank E. Holmes, Jr.
Executive Vice President

FLICK-REEDY CORPORATION
7N015 York Road
Bensenville, IL 60106
(312) 766-3400
Arthur L. Conrad
Vice President
Employee & P.R.

HARDWICKE COMPANIES
8685 N.W. 53rd Terrace
Miami, FL 33166
(305) 591-2200
Margaret Gagnon
National Sales Director

HELBROS WATCHES, INC.
2 Park Avenue
New York, NY 10016
(212) 685-6300
Sol Demel
Advertising Director
Helbros offers NIRA members men's and ladies' digital watches, Analog quartz watches, diamond watches, sport watches, nurses' watches, fashion watches. Write for a complete catalog and program details.

MARKETING FILM INTERNATIONAL
45 West 45th Street
New York, NY 10036
(212) 921-2240
Gail Pizarro
Sales Manager

NEW ENGLAND ART PUBLISHERS
10 Railroad Street
North Abington, MA 02351
(617) 878-5152
James J. Harkins
Sales Manager
The world's most beautiful personalized deluxe Christmas cards of the highest quality and designs. "Designed for particular people." Serving recreation and employee clubs for over 30 years. Guaranteed programs.

REPS. NORTHEAST, INC.
203 Middlesex Turnpike
Burlington, MA 01803
(617) 273-2424
James R. Rice
President

Agency offering sales and service on variety of small appliances: razors, heaters, clocks, microwave ovens, etc. Special employee purchase programs to meet individual NIRA member's needs.

REVLON COMMISSARY SALES, INC.
767 Fifth Avenue
New York, NY 10022
(212) 572-5917
William G. Bruce

RICHARD KASTNER COMPANY
1292 East 48th Street
Brooklyn, NY 11234
(212) 253-6525
Herbert M. Rein
Vice President

SAM ASH MUSIC CORPORATION
301 Peninsula Blvd.
Hempstead, NY 11550
(516) 485-2122
Paul Ash
Vice President

S.O.S. TALISMAN INTERNATIONAL
2 Park Avenue
New York, NY 10016
(212) 685-5343
Sol Demel
Marketing Director
S.O.S. Talisman jewelry, worn in 37 countries around the world, could save your life, in accident or emergency. Vital personal and medical data contained in sealed capsule. Bracelet or pendant models for men, women and children.



SPORTS UNLIMITED, INC.
ENTERTAINMENT '80
30100 Telegraph, Suite 166
Birmingham, MI 48010
(313) 642-8300
Steven H. Zacks
Executive Vice President

TIME INCORPORATED
1271 Sixth Avenue
New York, NY 10020
(212) 841-4336
William A. Peters
Assistant Circulation Director

WEBSTER PUBLISHING COMPANY
1644 Bayview Avenue
Toronto, Ontario, Canada M4G 3C2
(416) 484-6900
George W. Hoskins
President

Don't let your employees pay door-to-door prices. For group buying power prices on dictionaries, encyclopedias, cookbooks and bibles, contact Webster.

PHYSICAL FITNESS

DYNAMICS HEALTH EQUIPMENT
MANUFACTURING COMPANY, INC.
1538 College Avenue
South Houston, TX 77587
Ad appears on Cover II.
(800) 231-4245
(713) 946-5734 in Texas
Dynamics Health Equipment manufactures the world's finest health and fitness machines: the DynaCam Line. Features include brilliant chrome finish, solid steel construction, cardio-respiratory endurance, improvements in strength, body composition. Call for more information.

FITNESS INDUSTRIES, INC.
P.O. Box 448
Pelham, AL 35124
(205) 663-3273
Ed Rohrbach, Sr.
President
The best return on investment in aerobic exercise equipment re: time spent, space required, and the ability to control, measure and regulate exercise: The Marathon Treadmill by Fitness Industries.

MacLEVY PRODUCTS CORPORATION
92-21 Corona Avenue
Elmhurst, New York City, NY 11373
(212) 592-6550
Emmuel Mouber
Executive Vice President
Sports Medicine Division of MacLevy Products manufacturers and distributors of over 225 quality professional products including saunas, fitness, exercise, whirlpool, steam, trainers and locker room equipment. MacLevy provides a Free Architectural Layout Planning Service.

MARCY GYM EQUIPMENT COMPANY
1735 Standard Avenue
Glendale, CA 91201
(213) 247-6611
Parker Mahnke

NAUTILUS EQUIPMENT, INC.
14848 Venture Drive
Dallas, Texas 75234
Ad appears on Cover IV.
(214) 620-9400
Dave Holton
General Manager

Unquestioned leader in "progressive resistance" exercise equipment for strength, flexibility and cardiovascular development. Consulting services available for program assistance and development. Catalog and information on request.

PARCOURSE LIMITED
3701 Buchanan Street
San Francisco, CA 94123
Ad appears on page 21.
(415) 931-9444
Michael Calhoun
President

America's most popular outdoor fitness program. Employees maintain overall physical fitness by performing specific exercises along an 18 station walking/jogging path. Self-guiding aspect requires no supervision. Free brochure.

UNIVERSAL GYM EQUIPMENT COMPANY
930 27th Avenue, S.W.
Cedar Rapids, IA 52406
(319) 365-7561
(319) 366-3202—Agency
Gary McMullen
Account Executive
Makers of physical conditioning equipment—carrying a complete line of single station and multi-station exercise machines, treadmills, exercise bikes, hair dryers, hand dryers and gymnasium supplies, exercise films. Sales and service nationwide. Free planning services.

Ad appears on page 11.

VITAL CORPORATION
3955 Blue Diamond Road
Las Vegas, NV 89118
(702) 361-4900
Enid Faust
Secretary and Treasurer
Manufacturer and distributor of VITALIZER, a unique exercise unit disguised as a hassock that allows you to jog indoors. Great for home and office use. Combines aerobic and rebound exercises.

Prizes/Trophies/Gifts

AWARDS BY KAYDAN
909 Main Street
Antioch, IL 60002
(312) 395-2900
Daniel M. Dreyer
President

L. G. BALFOUR COMPANY
25 County Street
Attleboro, MA 02703
(617) 222-3600
Phil Hilton
Vice President of Sales

SHANKER INDUSTRIES, INC.
1640 Superior Avenue
Cleveland, OH 44114
(216) 241-3817
Dave Shanker

SPORTS AWARDS COMPANY
4351 North Milwaukee
Chicago, IL 60641
(312) 282-8060
Roy T. Newton
Vice President

PROFESSIONAL SERVICES

KOTZ AND SCHNEIDER—
LAND AND RECREATION PLANNING
AND DESIGN
One Mony Plaza
Syracuse, NY 13202
(315) 475-4157
Anthony W. Kotz
Principal
Park and recreational facilities master planning, design and administration of construction of facilities, site analyses, feasibility studies, environmental impact analyses, consultation.

Listing appears on page 7.

Recreation Apparel

KING LOUIE INTERNATIONAL, INC.
311 West 72nd Street
Kansas City, MO 64114
(816) 363-5212
Michael Milens
Executive Vice President
A complete line of King Louie PRO/FIT nylon athletic jackets, emblem caps, bowling apparel and corporate identification blazers. All King Louie products may be imprinted with corporate, team or group name or logo.

Recreation Equipment

FLAGHOUSE, INC.
18 West 18th Street
New York, NY 10011
(212) 989-9700
Ben Reid
Manager

Miscellaneous

CASINO GRAN PRIX
729 9th Street
San Pedro, CA 90731
(213) 831-6466
Al Ronzio
Marketing Director

COMP-U-CARD OF AMERICA
733 Summer Street
Stamford, CT 06901
(203) 324-9261
Ann S. Spence
Director of Marketing



Miscellaneous

ENCYCLOPAEDIA BRITANNICA, INC.
425 North Michigan Avenue
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SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

NIRA CALENDAR

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois, Meets monthly except May and August. Contact Sue Siwicki—(312) 777-7000.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Janet Harris—(614) 421-6940, ext. 2951.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5938.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid—(713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact Bill DeNeau—(313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Mary D. McKey—(202) 673-7660.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 679-4511, ext. 2693.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Ron Philips—(212) 679-3600.

Northern California Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Jesse—(408) 446-7404.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714)277-6780, ext. 338.

Toledo Industrial Recreation and Employees Services Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

* * *

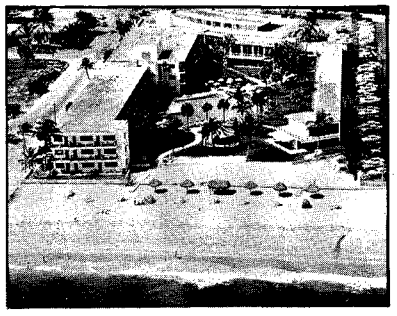
39th Annual NIRA Conference and Exhibit will be held May 15–20, 1980 at the Town and Country Hotel, San Diego, CA. To become involved as a Conference planner or to request delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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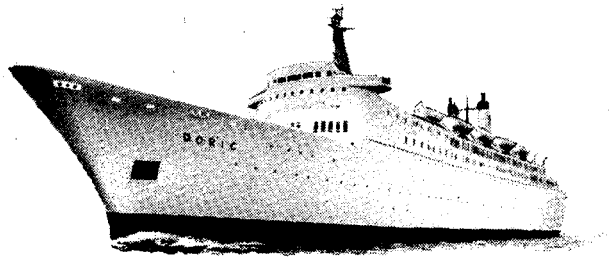
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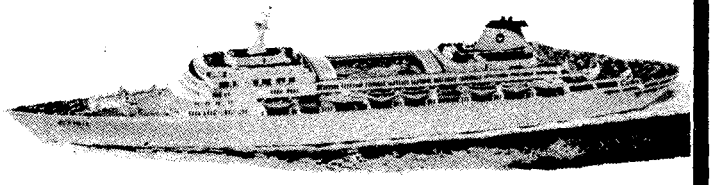


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